

WORK SESSION AGENDA

**CITY COUNCIL WORK SESSION
TUESDAY
JANUARY 28, 2014**

**COUNCIL CHAMBERS
211 WEST ASPEN AVENUE
6:00 P.M.**

- 1. Call to Order**
- 2. Pledge of Allegiance**
- 3. Roll Call**

NOTE: One or more Councilmembers may be in attendance telephonically or by other technological means.

MAYOR NABOURS
VICE MAYOR EVANS
COUNCILMEMBER BAROTZ
COUNCILMEMBER BREWSTER

COUNCILMEMBER ORAVITS
COUNCILMEMBER OVERTON
COUNCILMEMBER WOODSON

4. Public Participation

Public Participation enables the public to address the council about items that are not on the prepared agenda. Public Participation appears on the agenda twice, at the beginning and at the end of the work session. You may speak at one or the other, but not both. Anyone wishing to comment at the meeting is asked to fill out a speaker card and submit it to the recording clerk. When the item comes up on the agenda, your name will be called. You may address the Council up to three times throughout the meeting, including comments made during Public Participation. Please limit your remarks to three minutes per item to allow everyone to have an opportunity to speak. At the discretion of the Chair, ten or more persons present at the meeting and wishing to speak may appoint a representative who may have no more than fifteen minutes to speak.

5. Preliminary Review of Draft Agenda for the February 4, 2014, City Council Meeting.*

** Public comment on draft agenda items may be taken under "Review of Draft Agenda Items" later in the meeting, at the discretion of the Mayor. Citizens wishing to speak on agenda items not specifically called out by the City Council for discussion under the second Review section may submit a speaker card for their items of interest to the recording clerk.*

- 6. 2013 Citizen Survey Results**
- 7. Bushmaster Park Concept Plan**

8. Presentation on Principles of Sound Water Management - Water Policies: Review Policy E4 Service Outside City Limits, Review Septage, Grease & Mud Hauling Services, and Review red-line edited version of Water Policy Document

9. Review of Draft Agenda Items for the February 4, 2014, City Council Meeting.*

** Public comment on draft agenda items will be taken at this time, at the discretion of the Mayor.*

10. **Public Participation**
11. **Informational Items To/From Mayor, Council, and City Manager; requests for future agenda items.**
12. **Adjournment**

CERTIFICATE OF POSTING OF NOTICE

The undersigned hereby certifies that a copy of the foregoing notice was duly posted at Flagstaff City Hall on _____, at _____ a.m./p.m. in accordance with the statement filed by the City Council with the City Clerk.

Dated this _____ day of _____, 2014.

Elizabeth A. Burke, MMC, City Clerk

Memorandum

6.

CITY OF FLAGSTAFF

To: The Honorable Mayor and Council
From: Kimberly Ott, Public Information Officer
Date: 01/17/2014
Meeting Date: 01/28/2014



TITLE:

2013 Citizen Survey Results

DESIRED OUTCOME:

Receive completed survey results and presentation.

INFORMATION:

The City of Flagstaff thanks our citizens for participating in the survey and giving us their valuable time and feedback. We haven't done a survey since 2009 due to budget constraints, but are pleased we have new data this year. The City takes this feedback seriously and is sincerely committed to learning from the results of the survey. Specifically, this information helps the City of Flagstaff understand what our residents feel that we are doing well and what we need to improve upon. It is very important to us that we know both.

The 2013 survey looked at a wide variety of issues and services. Questions addressed a range of areas from quality of life and community, shopping, transportation, to City government satisfaction of services.

We've highlighted a few of the key results as they relate to Council priorities:

Quality of City Services - The overall quality of City services ranked 69%. This is a decrease from 2009 when 79% of citizens rated the quality of City services as "excellent" or "good".

We expected a decrease due to the recession and corresponding budget cuts, but we learned that some areas suffered more significant service delivery impacts than we anticipated. We also found that our ranking is similar to our benchmark communities which points to a decrease in confidence in government around the nation. **The City has worked hard to maintain core service levels through the Great Recession while budget and staffing resources available to provide these services have decreased. The survey results indicate that the quality of how the City delivers municipal services has suffered as a result.** This means we have some work to do. The good news is that City Council's priorities for the upcoming budget are in line with the areas we need to improve - service delivery, adequate staffing resources, and infrastructure.

Street Maintenance - Street Maintenance was our lowest rated service with only 33% of residents rating the service quality as "excellent" or "good"; 27% of respondents cited "better traffic flow, roads or mass transit" as the ONE thing that the City could do to most improve your quality of life in Flagstaff and 62% said they would be willing to support a tax increase to address the condition of Flagstaff streets.

Staff, Council and citizens are all in agreement that road repairs and street safety improvements are a priority worth funding. The City has been working to improve this service area since 2010. In fact, City Council increased this year's funding for road maintenance by \$2 million with \$1 million in ongoing funds

and \$1 million in one-time funds.

Planning & Building Services - Ratings for Planning and Building Services jumped significantly, and it was the only service to increase in satisfaction from 2009. It is still the second lowest rated service and half of the respondents said “I don’t know” when asked about this service.

This City service saw some of the biggest financial cuts during the recession, but also some of the first restorations in staffing in FY14. This demonstrates the impact of the political and administrative emphasis that was placed upon this area in recent years.

Quality of Life - More people find that Flagstaff as a place to live has gotten better and cite the quality of the overall natural environment as the top rated characteristic (91%) that they relate to Flagstaff. Further, the survey revealed that an overall feeling of safety, overall image or reputation of Flagstaff and health and wellness opportunities in Flagstaff plays the biggest role in how residents assess their overall quality of life.

This tells City leaders that continuing to invest in safety, our image, and health & wellness improvements will continue to elevate residents’ quality of life. Specifically, open space purchases such as Picture Canyon and Observatory Mesa; and the BBB tax investments into Beautification, Arts & Science, Recreation, Tourism, and Economic Development are going to the right places and having a positive impact.

Ranking of City Services - Nearly all City services, ranked comparable or higher than our benchmark communities. Flagstaff as a place to work had the only lower ranking than our benchmark communities at 39%. This corresponds with a 41% ranking on Flagstaff’s overall economic health. 10% of respondents cited “more employment and higher wages” as the ONE thing that the City could do to most improve your quality of life in Flagstaff.

The City continues to invest in economic development in Flagstaff through partnerships and initiatives; NACET, ECONA, business accelerator, STEM community.

Direction the City is Taking - In rating “The Overall Direction the City is taking, 18% of the survey respondents gave a “poor” rating. While our rating is similar to our benchmark communities, there were a high (27%) number of “I don’t know” responses.

The high number of “I don’t know” responses could be tied to the question asking residents about the amount of information they are getting about City issues, services, and programs. 50% of respondents said they were getting too little information while 39% said they were getting the right amount.

Banning Plastic Bags - Banning plastic bags has nearly 60% support based upon the survey results. Expect such an initiative to show up on Council's agenda in 2014.

Snow Plowing - Support for NOT plowing when there is less than 4 inches of snow in neighborhood was split 50/50; however, residents who have lived here longer than 5 years are more accepting of this policy.

The results reflect the continued modification our service (cinders, colder months plowing), attempting to find the right blend of service expectations and costs.

Housing - Of those who reported not owning their home, 60% of respondents reported that the main obstacle to ownership is the availability of homes for sale in their price range. That said, when asked how likely or unlikely they would be to leave the community because housing costs too much; about half reported being “somewhat” or “very” likely (51%) and the other half reported being “somewhat” or “very” unlikely (49%). However, more residents said they were “very unlikely” than “very likely” to leave due to housing costs.

No surprise to City leaders; housing is still a big issue for residents, and supports the City's efforts in our housing program and in economic development to find higher paying jobs and work on employer assisted housing initiatives.

Mail Survey vs. Telephone - Survey officials state that more negative results can be expected due to using a mail in survey rather than telephone surveys as were previously conducted. Results for this most recent mail-in survey indicate a significant increase in "I don't know" responses than in years past. Survey experts suggest that "I don't know" responses are much more likely in mail in surveys than surveys conducted telephone, likely impacting the overall survey rankings.

We selected the survey company and their recommendation to use a mail in survey based upon the significant decrease in the use of land-lines and participation rates by cell phone.

Next Steps

1. Customer Service Initiative
2. Citizen committee on streets
3. Top 3 priorities - police staffing and other staffing. Infrastructure.

Divisions will look more closely at results and identify what and how best to respond.

Attachments: [2013 Citizen Survey](#)



City of Flagstaff

Citizen Survey

Prepared by:



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Executive Summary

Survey Background and Methods

The Flagstaff Citizen Survey serves as a consumer report card for the City of Flagstaff, providing residents the opportunity to rate their satisfaction with the quality of life in the city, the community's amenities and local government itself. The survey also permits residents to share their priorities for community planning and resource allocation. The baseline Flagstaff Citizen Survey was conducted in 2000. This was the ninth iteration of the survey.

The 2013 survey used stratified random sampling to select 375 households from each of four areas of the city to receive survey mailings. Of the 1,500 surveys mailed beginning in October 2013, about 59 were returned because they could not be delivered as addressed. Of the 1,441 households that received a survey, 437 completed the survey, providing a response rate of 30%. The margin of error is no greater than plus or minus five percentage points around any given percent based on community-wide estimates. Comparisons of the City of Flagstaff survey results are made to benchmark ratings from residents surveys conducted in peer communities across the nation¹.

Additionally, comparisons are made between the 2013 survey results and prior survey years, when available. Differences of eight percentage points or more between results from 2013 and 2009 can be considered meaningfully different. However, it is important to note that prior to the 2013, Flagstaff survey data were collected by telephone. Changes in the method of survey data collection (from interviewer-administered to self-administered (e.g., mail or Web) or vice versa) can impact survey ratings, so differences over time should be interpreted cautiously.

Key Findings

Flagstaff residents experienced a high quality of life.

- ◆ Flagstaff residents rated their overall quality of life highly; 75% said it was “excellent” or “good.” This evaluation was similar to ratings given in the peer communities’ benchmark comparison.
- ◆ At least 80% of respondents rated Flagstaff as a place to live, their neighborhood as a place to live, Flagstaff as a place to visit and as a place to raise children as “excellent” or “good;” ratings that generally were similar to the benchmark comparisons.
- ◆ When asked if the City as a place to live had changed in the time they had lived in Flagstaff, half of residents felt it had stayed the same (53%). At least twice as many respondents felt the City had become a better a place to live (33%) than felt it had become worse (14%) in the time they had lived there.
- ◆ When asked how likely they would be to remain in Flagstaff for the next five years, three-quarters said they were “very” or “somewhat” likely; a rating similar to the peer communities’ benchmark.

¹ In collaboration with National Research Center, Inc., the City of Flagstaff selected the following communities as a peer comparison: Billings, MT; Boise City, ID; Boulder, CO; Bowling Green, KY; Cedar Falls, IA; Duluth, MN; Eau Claire, WI; Edmond, OK; Greeley, CO; Iowa City, IA; Las Cruces, NM; Lawrence, KS; Livermore, CA; Lynnwood, WA; Mankato, MN; Missoula, MT; Monterey, CA; Moscow, ID; Norman, OK; Pocatello, ID; Reno, NV; San Marcos, TX; San Rafael, CA; Santa Monica, CA; South Lake Tahoe, CA; Twin Falls, ID; AND Yuma, AZ.

Opportunities to participate in events and activities in Flagstaff were rated positively by residents.

- ◆ At least 70% of respondents rated opportunities to attend cultural activities, opportunities for education and enrichment and opportunities to participate in social events and activities as “excellent” or “good.”
- ◆ Opportunities to attend cultural activities and to participate in social events and activities were rated higher than the benchmark comparisons and were among the top five rated community characteristics.

Affordability and availability of housing were seen as barriers to home ownership and remaining in the community.

- ◆ A third of survey participants (32%) reported that the main obstacle to home ownership was the availability of homes for sale in their price range, followed by a quarter of respondents (23%) who reported they lacked the down payment necessary to purchase their own home.
- ◆ About half of residents reported being “somewhat” or “very” likely to leave the community because housing costs too much.
- ◆ Respondents were asked to write in their own words what they believed was the one thing that the City could do to most improve their quality of life in Flagstaff; fourth on the list (9%) was increasing affordable housing. In a similar sentiment, respondents also wrote responses related to lowering the cost of living (4%).

Residents valued the natural environment in Flagstaff and showed strong support for actions to maintain a healthy forest and protect the city from wildfires.

- ◆ When evaluating characteristics of the community, the quality of the overall natural environment received the highest rating, which also was higher than ratings given in peer communities across the country.
- ◆ At least 70% of residents rated sustainability and environmental programs and parks as “excellent” or “good.” Evaluations of parks in Flagstaff were similar to those given in peer communities.
- ◆ Almost all respondents (92%) “strongly” or “somewhat” supported the City government using prescribed or controlled burns to maintain a healthy forest; this was similar to the 2009 rating.
- ◆ About 9 in 10 respondents “strongly” or “somewhat” supported the City requiring that property owners meet a minimum standard of removing excess vegetation around their property to help protect the City from wildfires. This was similar to what was reported in 2009.

Mobility and transportation options were a concern for some Flagstaff residents.

- ◆ The overall ease of getting around Flagstaff was among the lower rated characteristics of the community, with 62% rating it as “excellent” or “good.”
- ◆ When asked to write in their own words the one thing the City could do to improve their quality of life the most, one-quarter of residents mentioned better traffic flow, roads and mass transit.
- ◆ Street maintenance was the lowest rated City service (33% “excellent” or “good”), although it was rated similar to the peer communities benchmark.
- ◆ When asked to what extent they would support or oppose two different sales tax increases for street improvements in Flagstaff, a slight majority of respondents (61%)

supported a small sales tax increase for a longer period of time (20-25 years). About half as many (28%) supported a larger sales tax increase for a shorter period of time (3-5 years).

Evaluations of City services generally were favorable and fared well when compared to ratings given in peer communities.

- ◆ Twelve of the 19 City services listed on the survey received a rating of at least 70% “excellent” or “good” (e.g., fire department, libraries, parks, Mountain Line bus service, etc.). All but one (street maintenance) received an “excellent” or “good” rating from at least half of survey respondents.
- ◆ When compared to ratings given by residents in peer communities across the country, Flagstaff’s ratings were higher than the benchmark for the fire department, water services and Mountain Line. Nine of the remaining 16 services that could be compared were rated similar to the benchmark (e.g., garbage collection services, libraries and parks).
- ◆ Twelve of the 19 services listed on the 2013 survey could be compared to 2009; about half of the ratings remained stable and half decreased (sewer services, water services, recreation programs, etc.), with one increase for planning and building services ratings.
- ◆ Ratings of the overall quality of City services were positive, with 69% rating it as “excellent” or “good.” This rating was similar to the peer communities benchmark comparison but lower when compared to the 2009 rating.

Overall, residents’ assessments of the City of Flagstaff government performance were less positive than other survey items but were similar to those given in peer communities.

- ◆ Forty-six percent of respondents reported the overall direction the City was taking as “excellent” or “good,” which was similar to the benchmark.
- ◆ At least 4 in 10 respondents rated each of the other aspects of City government performance as “excellent” or “good.” These types of government performance items tend to get lower ratings than ratings for specific services. The two aspects of government job performance that could be compared to benchmarks (the value of services for the taxes paid to the City and the job the City government does at welcoming citizen involvement) were rated similar to the benchmark.

Survey Background

Survey Purpose

The Flagstaff Citizen Survey provides residents the opportunity to rate the quality of life in the city, as well as service delivery and their satisfaction with city government. Residents are also invited to share their priorities for community planning and resource allocation.

The focus on the quality of service delivery and the level of support for potential programs or initiatives lays the groundwork for tracking community opinions about the core responsibilities of Flagstaff City government, helping to assure maximum service quality over time.

This type of survey gets at the key services that local government provides to create a quality community. It is akin to private sector customer surveys that are used regularly by many corporations to monitor where there are weaknesses in product or service delivery before customers defect to competition or before other problems from dissatisfied customers arise.

National Research Center, Inc. (NRC) was selected in 2013 to administer Flagstaff's Citizen Survey. The 2013 survey is the ninth iteration, with the baseline study conducted in 2000.

Survey Methods

The Flagstaff Citizen Survey was administered by mail to 375 randomly selected households in each of four areas in Flagstaff (for a total of 1,500 households; see *Appendix F: Survey Methodology* for a map of the four areas). Each selected household received three mailings beginning in October 2013. Completed surveys were collected over the following six weeks. The first mailing was a prenotification postcard announcing the upcoming survey. The second and third mailings contained a letter from the Mayor inviting the household to participate in the 2013 Flagstaff Citizen Survey, a five-page questionnaire and postage-paid envelope. The cover letters contained a Web link where respondents could complete the survey online, if desired. The survey instrument appears in *Appendix G: Survey Materials*.

About 4% of the mailings were returned as undeliverable because they either had an invalid address or were received by vacant housing units. Of the 1,441 households that received the survey, 437 completed a survey, providing a response rate of 30%.

Survey results were weighted so that the gender, age, housing tenure (rent versus own) and the geographic location of respondents were represented in the proportions reflective of the entire city. (For more information see *Appendix F: Survey Methodology*.)

How the Results are Reported

For the most part, the “percent positive” is reported in the report body tables and charts. The percent positive is the combination of the top two most positive response options (e.g., “excellent” or “good” and “strongly support” or “somewhat support”).

On many of the survey questions, respondents could select “don’t know.” The proportion of respondents giving this reply is shown in the full set of responses included in *Appendix B: Responses to Survey Questions* and is discussed in the body of this report if it is 20% or greater. However, these responses have been removed from the analyses presented in the body of the report, unless otherwise indicated. In other words, the majority of the tables and graphs in the body of the report display the responses from respondents who had an opinion about a specific item.

For some questions, respondents were permitted to select multiple responses. When the total exceeds 100% in a table for a multiple response question, it is because some respondents are counted in multiple categories. When a table for a question that only permitted a single response does not total to exactly 100%, it is due to the practice of rounding percentages to the nearest whole number.

Responses to any open-ended questions and “other” responses appear verbatim in *Appendix C: Verbatim Responses to Open-ended Survey Questions*.

Precision of Estimates

It is customary to describe the precision of estimates made from surveys by a “level of confidence” (or margin of error). The 95 percent confidence level for this survey is generally no greater than plus or minus five percentage points around any given percent reported for all respondents (437). For comparisons among smaller subgroups, the margin of error rises. For example, a subgroup with a 100 respondents would have a margin of error of plus or minus 10%.

Comparing Survey Results by Subgroups

Select survey results were compared by certain demographic characteristics of survey respondents and by the four areas in which respondents lived. Some comparisons are discussed throughout the body of the report and are presented in tabular form in *Appendix E: Responses to Selected Survey Questions by Respondent Geographic Location and Demographics* (where differences between subgroups are statistically significant, the results in these tables are shaded grey).

Comparing Survey Results Over Time

Comparisons were made between the 2013 survey results and prior survey years, when a similar question was asked. Differences of eight percentage points or more between results from 2013 and 2009 can be considered meaningfully different.

However, it is important to note that prior to the 2013, Flagstaff survey data were collected by telephone. In 2013, the City switched data collection modes from telephone to mail. Research is clear that a change in the method of survey data collection, by itself, will result in a change in results if the shift is from telephone administration to self-administration (e.g., mail or Web) or vice versa. The change is attributed to the different environment that a survey respondent confronts when providing answers to a person on the telephone compared to offering private anonymous opinions via mail or Web. Questions by phone elicit more positive, optimistic and socially-desirable responses than do the same questions asked on a written self-administered questionnaire. The self-administered questionnaire brings out more candid responses. Important historical differences are noted in the appropriate tables and figures.

Comparing Survey Results to Other Communities

NRC’s database of comparative resident opinion is comprised of resident perspectives gathered in citizen surveys from approximately 500 jurisdictions whose residents evaluated local government services. Conducted with typically no fewer than 400 residents in each jurisdiction, opinions are intended to represent over 30 million Americans.

Comparisons of Flagstaff’s results were made in this report to selected peer cities, handpicked by the City of Flagstaff in collaboration with NRC. Peer cities were selected based on comparable

population sizes (less than 70,000) and other college towns, as well as those included in the City's list of "peer communities." Benchmark comparisons have been provided when similar questions on the Flagstaff survey are included in NRC's database and there are at least five jurisdictions in which the question was asked. Additional information on NRC's benchmarking database, as well as a list of jurisdictions to which Flagstaff is compared, can be found in *Appendix D: Benchmark Comparisons*.

Where comparisons for quality ratings were available, the City of Flagstaff's results were noted as being "higher" than the benchmark, "lower" than the benchmark or "similar" to the benchmark. In instances where ratings are considerably higher or lower than the benchmark, these ratings have been further demarcated by the attribute of "much," (for example, "much lower" or "much higher"). These labels come from a statistical comparison of Flagstaff's rating to the benchmark where a rating is considered "similar" if it is within the margin of error; "higher" or "lower" if the difference between Flagstaff's rating and the benchmark is greater than but less than twice the margin of error; and "much higher" or "much lower" if the difference between Flagstaff's rating and the benchmark is more than twice the margin of error. Data for a number of items on the survey was not available in the benchmark database (e.g., some of the services or aspects of the community or quality of life). These items were excluded from the benchmark tables.

Survey Results

Quality of Life and Community

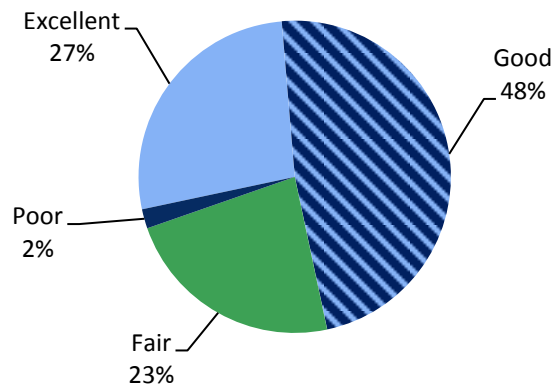
The 2013 Citizen survey assessed various aspects of quality of life and community in Flagstaff. Respondents were asked to indicate their likelihood of remaining in Flagstaff for the next five years followed by two questions that gauged perceptions about any changes in the city as a place to live and the quality of life in neighborhoods. Respondents also provided feedback about what they believed the City could do to most improve their quality of life.

Quality of Life

For the first time in 2013, Flagstaff residents were asked to rate the overall quality of life in the city. Generally, survey respondents gave favorable ratings to the overall quality of life in Flagstaff, with 27% saying it was “excellent” and 48% saying it was “good.” Twenty-three percent felt the overall quality of life in the city was “fair” and only 2% felt it was “poor.” Ratings of the overall quality of life in Flagstaff were compared to ratings given by residents in other peer communities (see *Appendix D: Benchmark Comparisons* for more detail on the benchmarks). Flagstaff received a rating similar to the benchmark comparison.

The 2013 survey results were compared by respondent demographic subgroups, as well as the area in which the respondent’s household was located (see *Appendix F: Survey Methodology* for more detail on the area boundaries). Residents living in area 4 tended to give higher evaluations of the overall quality of life in Flagstaff than did those living in other areas. Residents who owned their home tended to give higher ratings to the overall quality of life in Flagstaff than did those who rented their home (see *Appendix E: Responses to Selected Survey Questions by Respondent Geographic Location and Demographics*).

Figure 1: Overall Quality of Life in Flagstaff

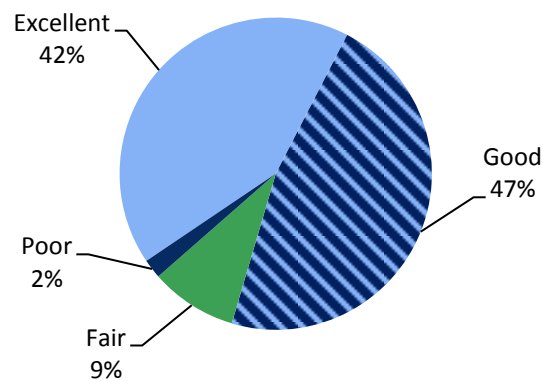


Quality of Community

Eighty-nine percent of residents reported that Flagstaff as a place to live was “excellent” or “good,” 9% reported it as “fair” and 2% reported “poor.” When compared to ratings given by residents in peer communities, Flagstaff’s rating was similar (see *Appendix D: Benchmark Comparisons*).

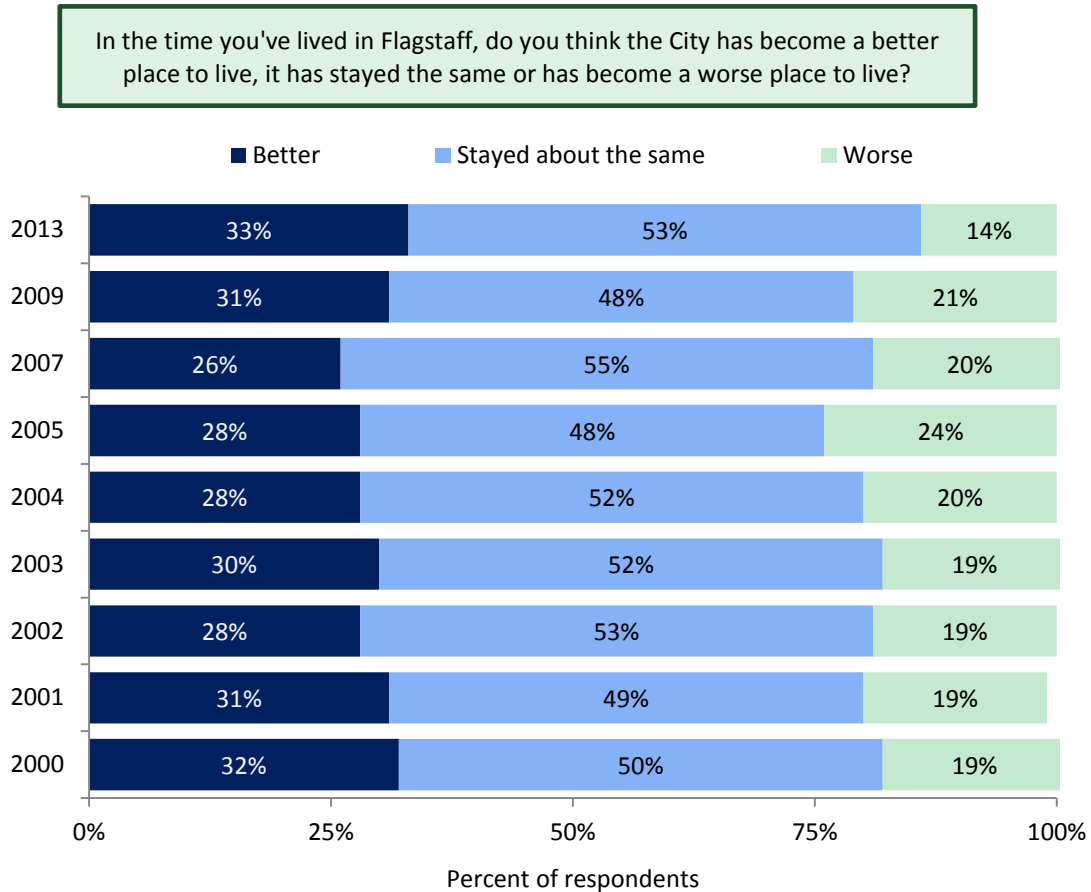
Residents ages 35 to 54 tended to give lower evaluations to Flagstaff as a place to live than did those ages 18 to 34 and 55 or older (see *Appendix E: Responses to Selected Survey Questions by Respondent Geographic Location and Demographics*). When looking at ratings by geographic area, residents gave similar responses.

Figure 2: Flagstaff as a Place to Live



In 2013, at least twice as many respondents felt the City had become a better place to live (33%) in the time they had lived there than felt it had become worse (14%). Half of residents believed that the City as a place to live had stayed about the same in the time that they had lived in Flagstaff. When looking at evaluations given in previous survey years, ratings remained stable.

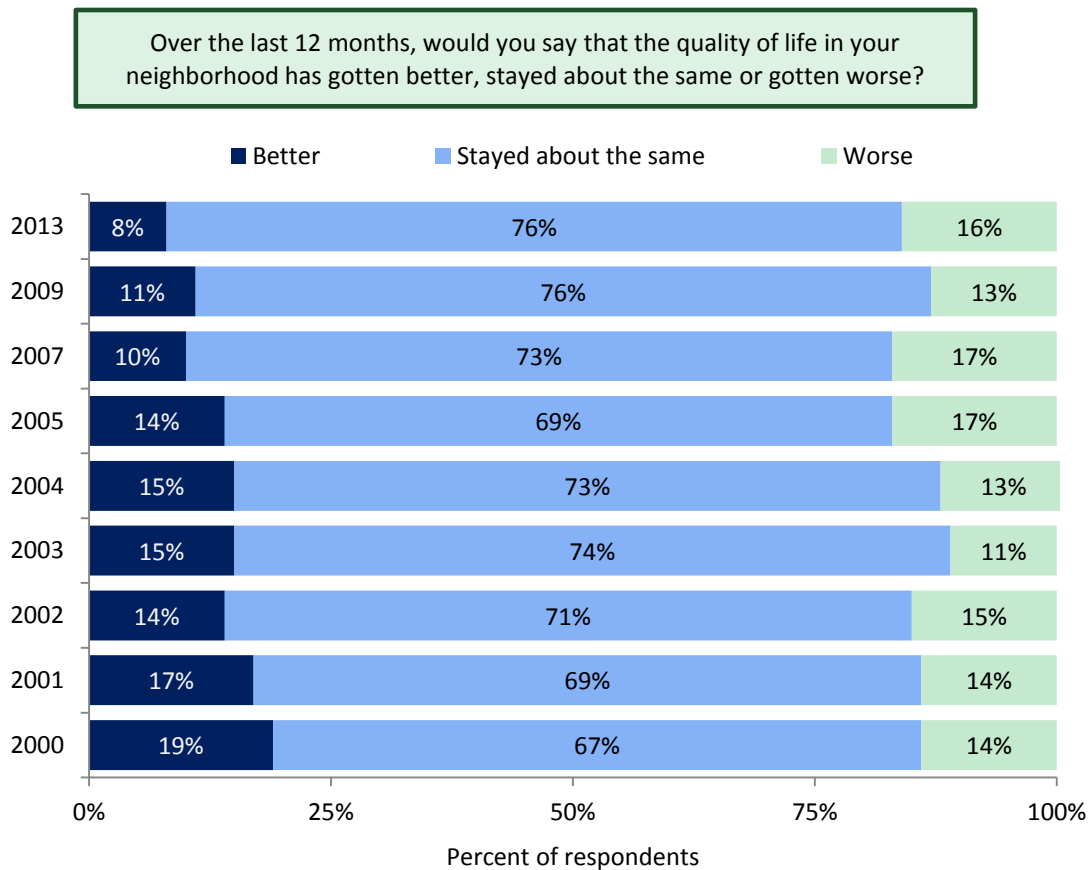
Figure 3: Flagstaff as a Place to Live Compared by Year



In 2009 and prior, response options included "both better and worse." For ease of comparisons, the percent who selected "both better and worse" were removed from the percentages in this figure.

Survey respondents also were asked to assess any change in the quality of life in their neighborhood over the last 12 months. Compared to the city as a place to live (Figure 3), respondents were less likely to feel the quality of life in their neighborhood had changed (Figure 4). Three-quarters of residents believed that the quality of life in their neighborhood had stayed about the same in the 12 months prior to the survey. Twice as many respondents felt the quality of life in their neighborhood had become worse (16%) in the last 12 months than felt it had become better (8%). This assessment of the change in the quality of neighborhoods was similar to 2009.

Figure 4: Quality of Life in Your Neighborhood Compared by Year



In 2009 and prior, response options included "both better and worse." For ease of comparisons, the percent who selected "both better and worse" were removed from the percentages in this figure.

Flagstaff residents gave mostly positive ratings to various aspects of quality of life in the community. At least 80% of residents said that Flagstaff was an “excellent” or “good” place to visit (92%) and place to raise children (80%) and their neighborhood was an “excellent” or “good” place to live (80%). Flagstaff as a place to retire and work received less favorable ratings, with 60% and 39% of respondents giving “excellent” or “good” ratings, respectively. One-quarter of respondents rated the city as a place to work as “poor” (for all response options, see *Appendix B: Responses to Survey Questions*).

Ratings of the quality of community in Flagstaff were compared to benchmark ratings given by residents in the peer communities’ benchmark (see *Appendix D: Benchmark Comparisons* for more detail on the benchmarks). Flagstaff as a place to raise children and as a place to retire was similar to the benchmark along with neighborhood as a place to live. Flagstaff as a place to work was lower than the benchmark comparison. (There was no comparison available for Flagstaff as a place to visit.)

The 2013 survey results were compared by respondent demographic subgroups, as well as the area in which the respondent’s household was located. Residents living in area 2 tended to give lower evaluations to their neighborhood as a place to live than those living in other areas of the city. Those living in areas 1 and 3 tended to give higher ratings to Flagstaff as a place to raise children than were those living in other areas. Residents who had lived in Flagstaff for five years or less tended to give higher ratings to Flagstaff as a place to visit and to retire than residents who had lived in Flagstaff for more than five years. Residents who were 18 to 34 years old tended to give higher ratings to Flagstaff as a place to retire than residents 34 years or older (see *Appendix E: Responses to Selected Survey Questions by Respondent Geographic Location and Demographics*).

Figure 5: Quality of Community

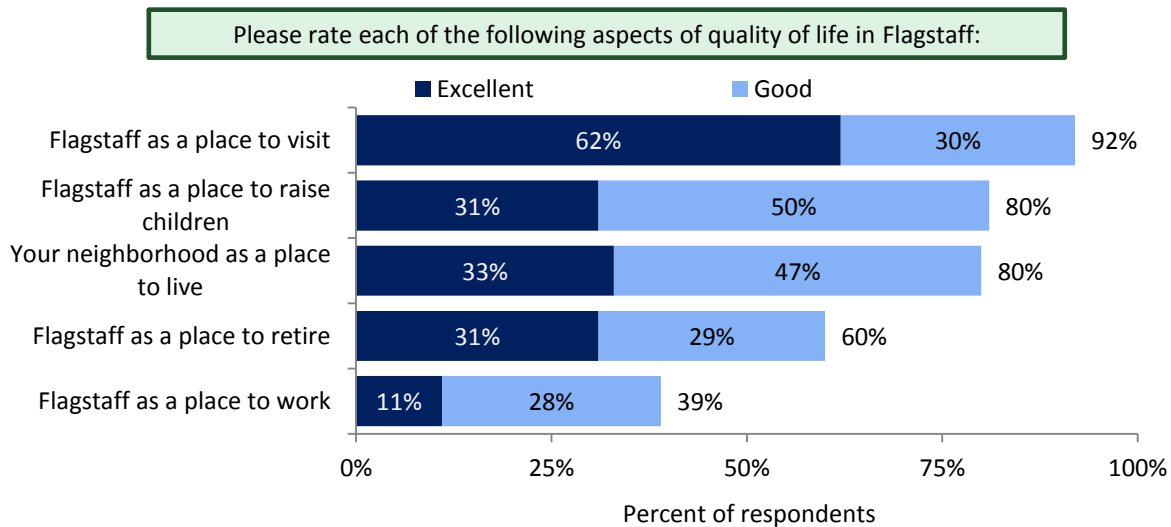
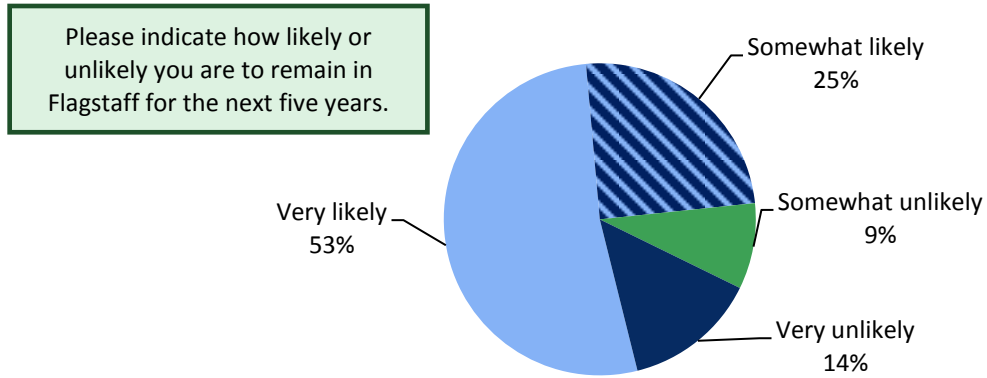


Figure 6: Quality of Community Benchmarks

	Comparison to peer communities benchmark
Flagstaff as a place to raise children	Similar
Your neighborhood as a place to live	Similar
Flagstaff as a place to retire	Similar
Flagstaff as a place to work	Lower

In the 2013 survey, respondents were asked for the first time how likely or unlikely they would be to remain in Flagstaff for the next five years. Three-quarters of respondents reported that they were “very” or “somewhat” likely to remain in Flagstaff for the next five years. Nine percent of respondents said they were “somewhat unlikely” to remain in Flagstaff for the next five years and 14% were “very unlikely.” Flagstaff residents reported a similar likelihood of remaining in their community for the next five years when compared to residents in the peer communities’ benchmark (see *Appendix D: Benchmark Comparisons*).

Figure 7: Likelihood of Remaining in Flagstaff

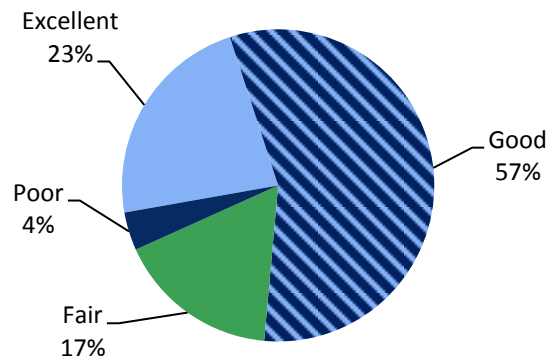


Community Characteristics

For the first time, in 2013, survey respondents were asked to rate a variety of community characteristics related to Flagstaff as a whole.

When asked to rate the overall image or reputation of Flagstaff, 80% reported it was “excellent” or “good.” Seventeen percent said “fair” and only 4% of respondents said “poor.” When compared to ratings given by residents in peer communities, Flagstaff’s rating was similar (see *Appendix D: Benchmark Comparisons*).

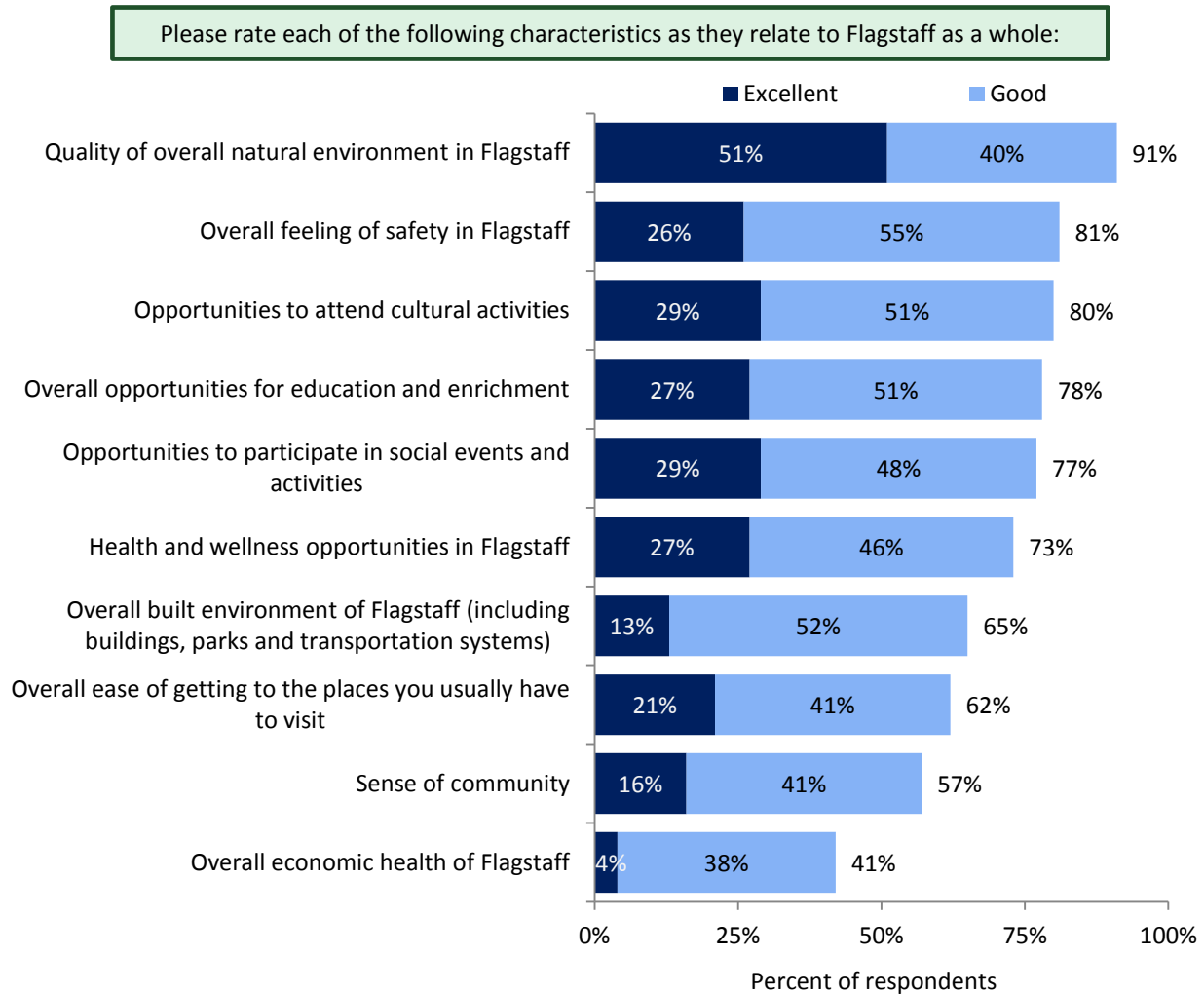
Figure 8: Overall Image or Reputation of Flagstaff



Flagstaff residents also gave favorable ratings to most of the other 10 characteristics of the community that were presented in the survey. At least 75% of residents said that the overall quality of the natural environment (91%), overall feeling of safety (81%), opportunities to attend cultural events (80%), opportunities for education and enrichment (78%) and opportunities to participate in social events and activities (77%) were “excellent” or “good.” Residents felt less positively about the overall economic health of the City, which also was reflected in ratings of the city as a place to work (see the section titled *Quality of Community*).

Ratings of six of the 11 community characteristics were compared to benchmark ratings given by residents in the peer communities (see *Appendix D: Benchmark Comparisons*). Ratings for the quality of the overall natural environment in Flagstaff, opportunities to attend cultural activities and opportunities to participate in social events and activities were higher than comparison communities. Ratings of the overall feeling of safety in Flagstaff and sense of community were similar. Benchmark comparisons were not available to the remaining characteristics.

When compared by geographic subareas, residents living in areas 3 and 4 tended to give higher evaluations to the overall built environment and overall ease of getting to the places they usually have to visit than did those living in other areas (see *Appendix F: Survey Methodology* for more detail on the area boundaries). Residents who were female, lived in Flagstaff for five years or less or were part-time residents tended to give higher ratings to the overall economic health of Flagstaff than did those who were male, lived in Flagstaff more than five years or were full-time residents. Residents who were 55 years or older generally gave higher ratings for the overall ease of getting to the places they usually have to visit than did residents 55 years or younger (see *Appendix E: Responses to Selected Survey Questions by Respondent Geographic Location and Demographics*).

Figure 9: Community Characteristics**Figure 10: Community Characteristics Benchmarks**

	Comparison to peer communities benchmark
Quality of overall natural environment in Flagstaff	Higher
Overall feeling of safety in Flagstaff	Similar
Opportunities to attend cultural activities	Higher
Opportunities to participate in social events and activities	Higher
Sense of community	Similar

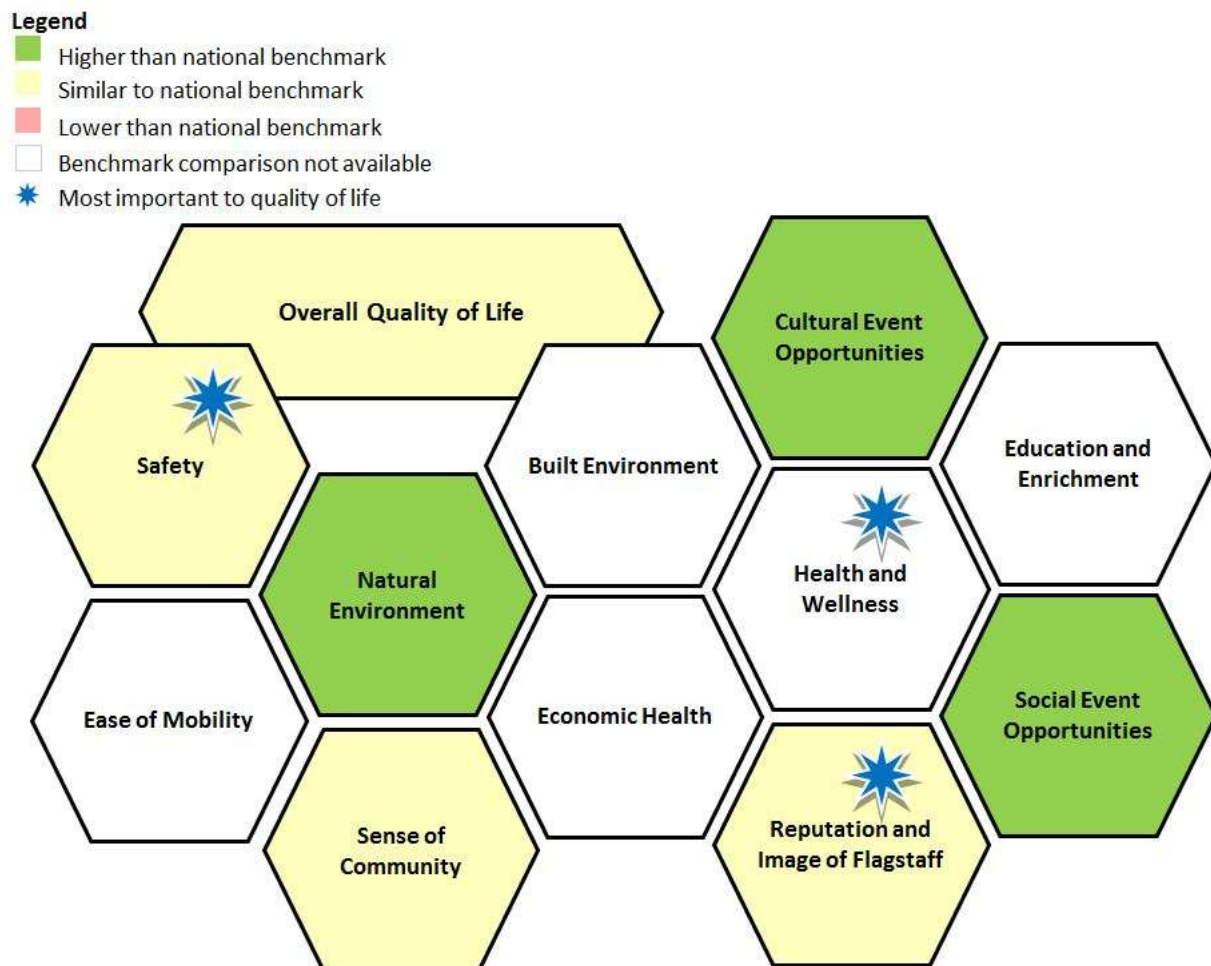
A Closer Look at Quality of Life in Flagstaff

By knowing what resonates most with residents as they rate their quality of life, Flagstaff stakeholders will have a window into the aspects that make their community livable, attractive, and a place where people want to be.

Respondents' ratings of the characteristics of Flagstaff were correlated with their ratings of the overall quality of life to reveal those aspects with the greatest likelihood of having influence over it. The 2013 City of Flagstaff Action Chart™ below combines two dimensions of performance: comparisons to the peer communities benchmark (indicated by the shading) and identification of the community characteristics most highly correlated with ratings of overall quality of life (indicated by a starburst icon).

This analysis revealed that overall feeling of safety, overall image or reputation of Flagstaff and health and wellness opportunities in Flagstaff play the biggest role in how residents assess their overall quality of life. Of these three aspects, overall feeling of safety and overall image or reputation of Flagstaff were rated similar to the benchmarks (a comparison was not available for health and wellness opportunities). Targeting potential changes or improvements in these three areas could help to elevate residents' opinions about their quality of life.

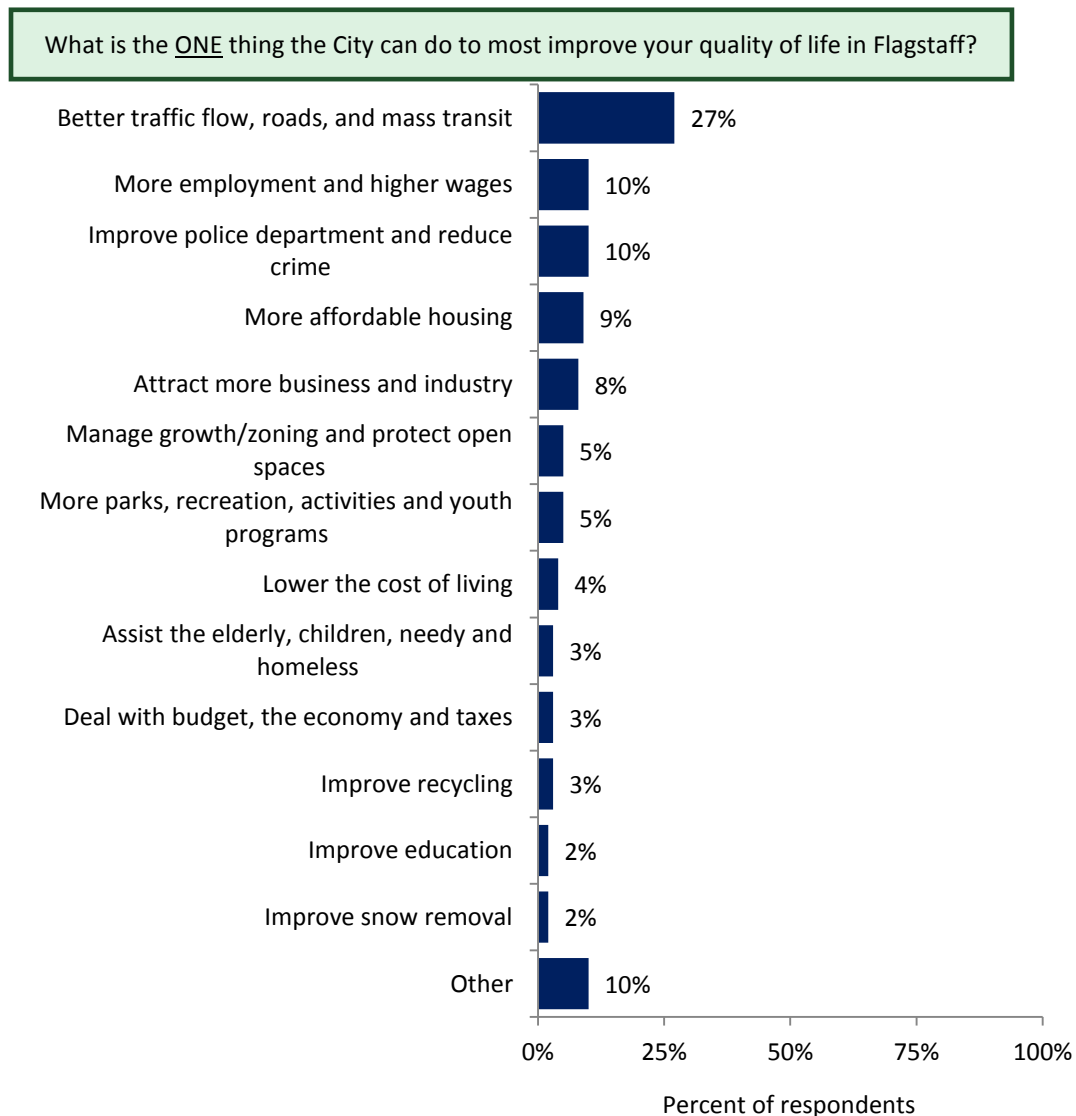
Figure 11: The City of Flagstaff Action Chart™ 2013



Quality of Life Improvements

Respondents were given the option to write in their own words what they believed was the one thing the City could do to most improve their quality of life in Flagstaff. At the top of the list, one-quarter of respondents identified items related to improving traffic flow, roads and mass transit. One in 10 or fewer identified the other items categorized in the chart below including more employment and higher wages, improving the police department and reducing crime and offering more affordable housing. (These responses, including “other,” can be found verbatim in *Appendix C: Verbatim Responses to Open-ended Survey Questions.*)

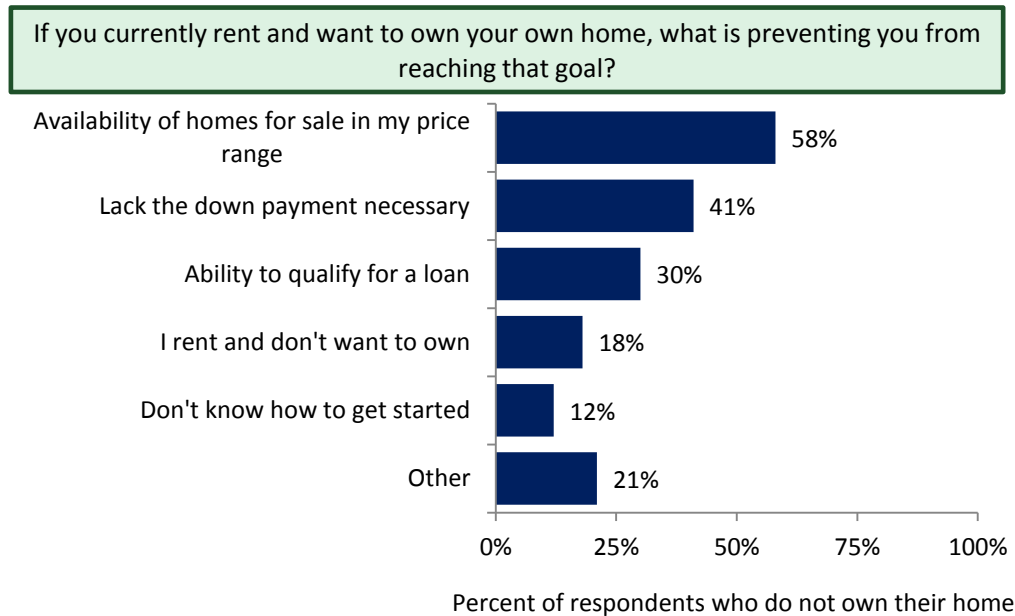
Figure 12: Suggested City Actions to Improve Quality of Life



Housing Concerns

Residents were asked to indicate what was preventing them from owning their own home if they currently rented and wanted to own their home. Nearly half of respondents (45%) reported already owning their own home (for all response options, see *Appendix B: Responses to Survey Questions*). Of those who reported not owning their home, 6 in 10 respondents reported that the main obstacle to ownership the availability of homes for sale in their price range. Forty-one percent reported lacking the down payment necessary to purchase a home. Forty-one percent reported lacking the down payment necessary to purchase a home.

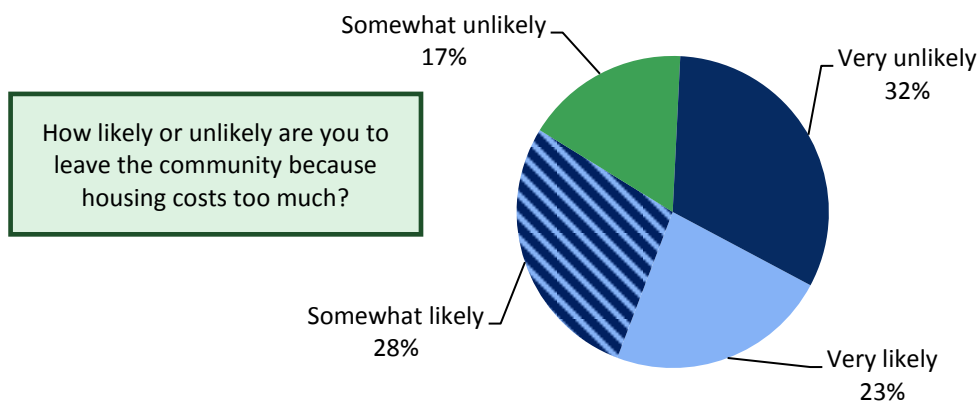
Figure 13: Barriers to Home Ownership for Renters



Total may exceed more than 100% as respondents could select more than one response.

When asked how likely or unlikely they would be to leave the community because housing costs too much, the responses were split down the middle; about half reported being “somewhat” or “very” likely (51%) and the other half reported being “somewhat” or “very” unlikely (49%). However, more residents said they were “very unlikely” than “very likely” to leave due to housing costs.

Figure 14: Likelihood of Leaving Community Due to Housing Costs



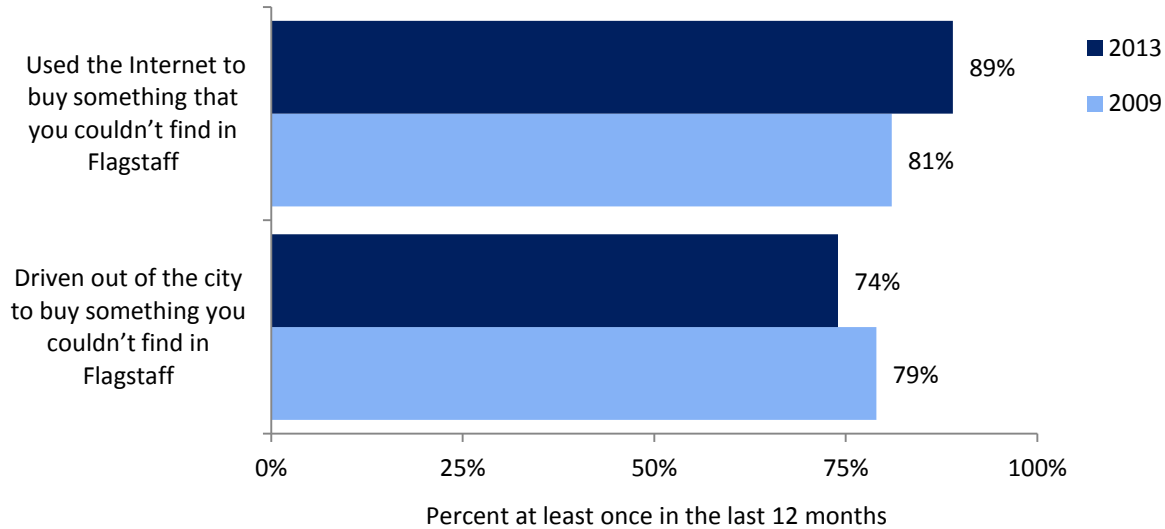
Shopping in Flagstaff

As in 2009, survey respondents were asked to indicate how often they had used the Internet or driven out of the city to buy something they could not find in Flagstaff. Almost 9 in 10 residents reported having used the Internet at least once in the last 12 months to buy something they were unable to find in Flagstaff. About one-third had used the Internet at least 13 times in the 12 months prior to the 2013 survey and another one-third had done so 3 to 12 times (see *Appendix B: Responses to Survey Questions* for full frequencies).

Fewer residents reported having driven out of the city compared to those that reported having used the Internet to buy something they could not find in Flagstaff; however, still three-quarters drove out of the city at least once in the last 12 months, similar to 2009. Only 9% of residents had driven out of the city 13 times or more in the last 12 months, while a third had done so 3 to 12 times (see *Appendix B: Responses to Survey Questions* for full frequencies).

Differences between the 2013 and 2009 survey results may be due to changes in the question wording and scale.

Figure 15: Frequency of Shopping Outside of Flagstaff Compared by Year

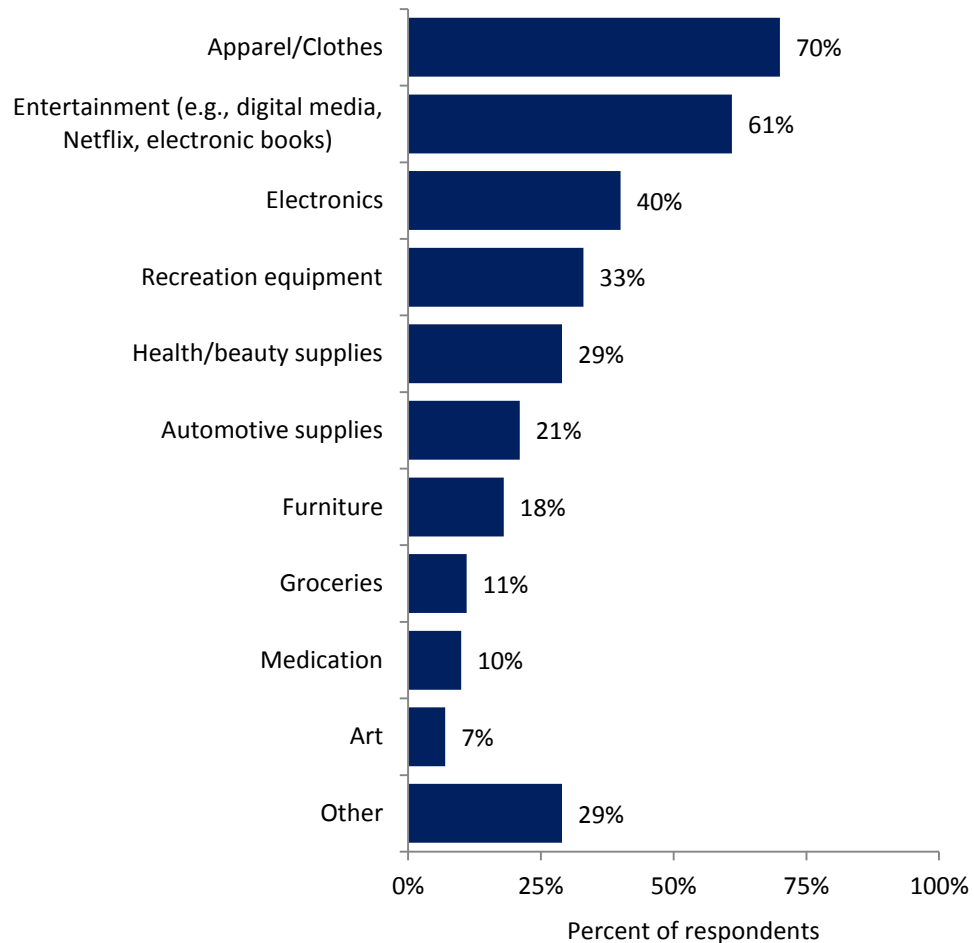


In 2009, the scale was very often, sometimes, not very often or never. In 2013, the scale was never, once or twice, 3-12 times, 13-26 times or more than 26 times.

Residents were then asked to indicate what they purchased if they had used the Internet to buy something they could not find in Flagstaff and could select more than one item. Apparel and clothes were at the top of the list (70% of respondents), followed by entertainment (61%) and electronics (40%). Fewer respondents indicated they purchased medication (10%) and art (7%). All other items were purchased on the Internet by 11% to 33% of respondents. One-third of residents indicated they made “other” purchases.

Figure 16: Internet Purchases

If you or another household member used the Internet at least once in the last 12 months to buy something online that you couldn't find in Flagstaff, what kinds of things were purchased?

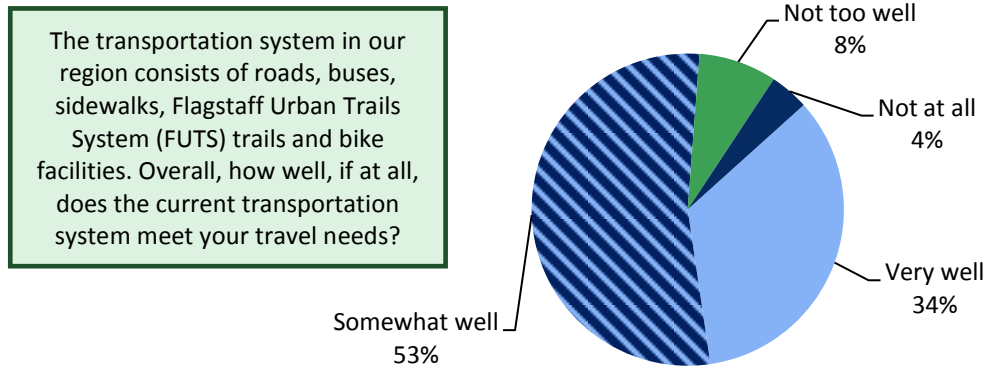


Total may exceed more than 100% as respondents could select more than one response.

Transportation Systems

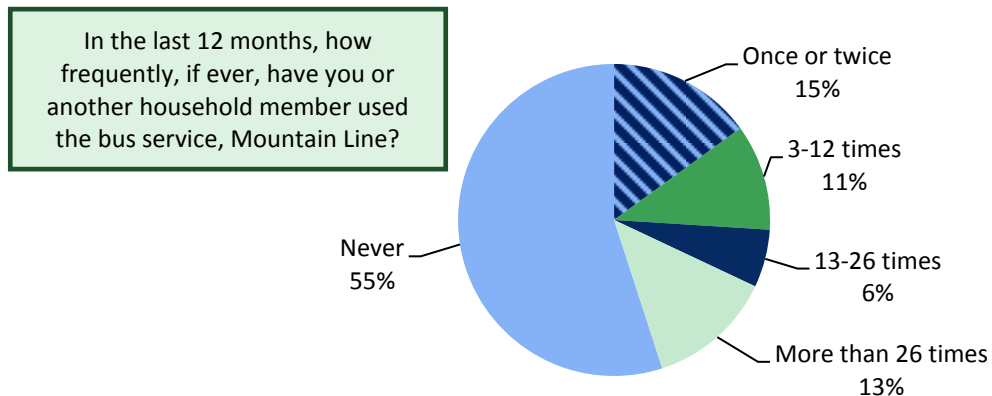
The ability to move easily throughout a community can greatly affect the quality of life of residents by diminishing time wasted in traffic congestion and by providing opportunities to travel quickly and safely by modes other than the automobile. When asked how well the current transportation system meets needs, Flagstaff residents gave a favorable rating. Eighty-seven percent of respondents said the transportation system meets their needs “very” or “somewhat” well, while 8% said “not too well” and only 4% said “not at all.”

Figure 17: How Well Transportation System Meets Needs



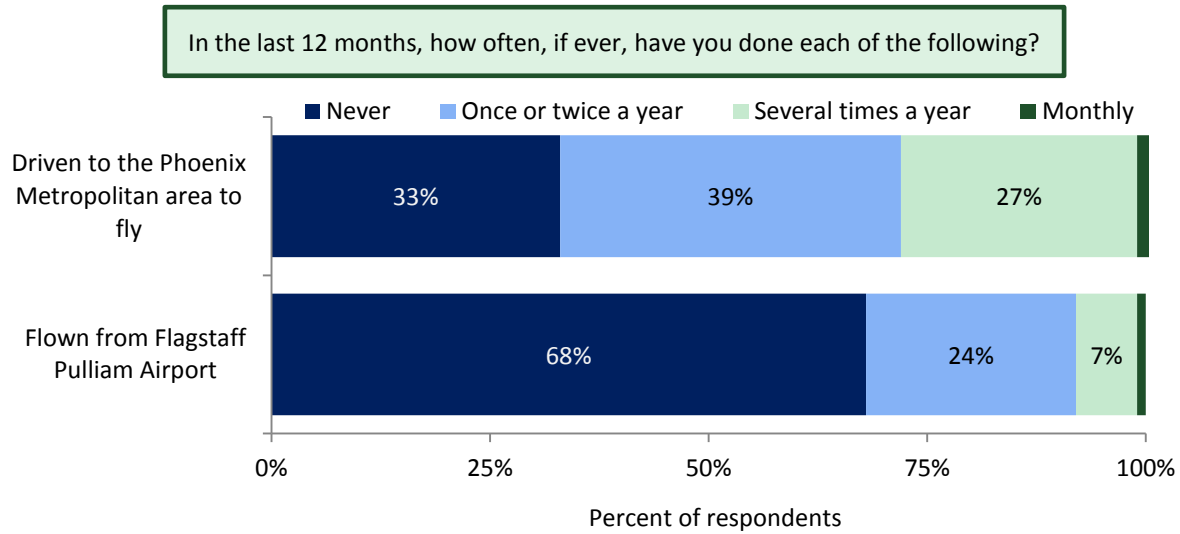
Residents also were asked a new question in 2013 about their frequency of using the bus service, Mountain Line. A majority of respondents (55%) indicated they had not used Mountain Line in the 12 months prior to the survey; however one in five had used it 13 times or more. The frequency of use of Mountain Line was higher when compared to the use of bus services in other peer communities (see *Appendix D: Benchmark Comparisons*).

Figure 18: Frequency of Mountain Line Use



Survey respondents were asked to indicate how often in the 12 months prior to the survey they had driven to the Phoenix Metropolitan area to fly and how often they had flown from Flagstaff Pulliam Airport. About a third of respondents had never driven to the Phoenix Metropolitan area to fly and twice as many had never flown from Flagstaff Pulliam Airport. Of those who had driven to Phoenix to fly or had flown from Flagstaff, most had done so once to several times a year.

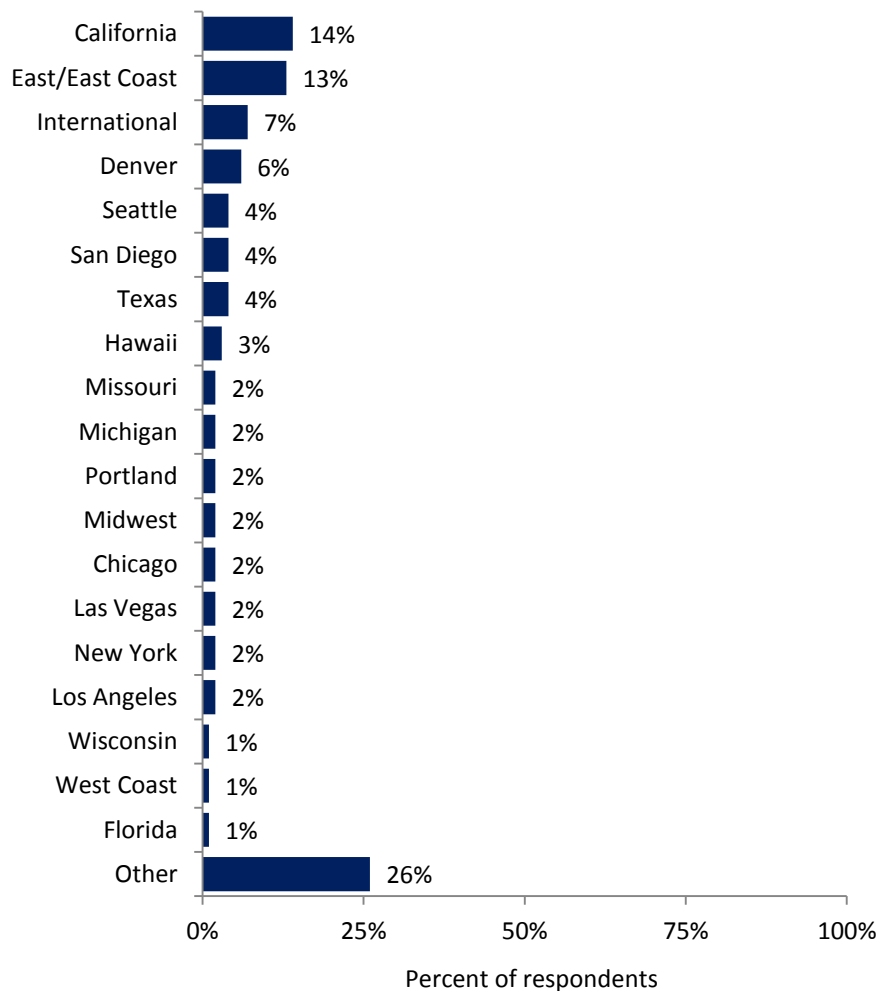
Figure 19: Frequency of Air Travel



Survey respondents were then asked to indicate, in their own words, where they typically fly to if they fly from Phoenix instead of Flagstaff. The responses written-in by residents were reviewed and categorized into groups. California (14%) and the East/East Coast (13%) were the most frequent travel destinations when flying from Phoenix. All other destinations were mentioned by 7% or fewer respondents. A quarter of responses were categorized into “other” destinations due to the variation and infrequency among responses. These “other” responses can be found verbatim in *Appendix C: Verbatim Responses to Open-ended Survey Questions*.

Figure 20: Destinations When Flying From Phoenix

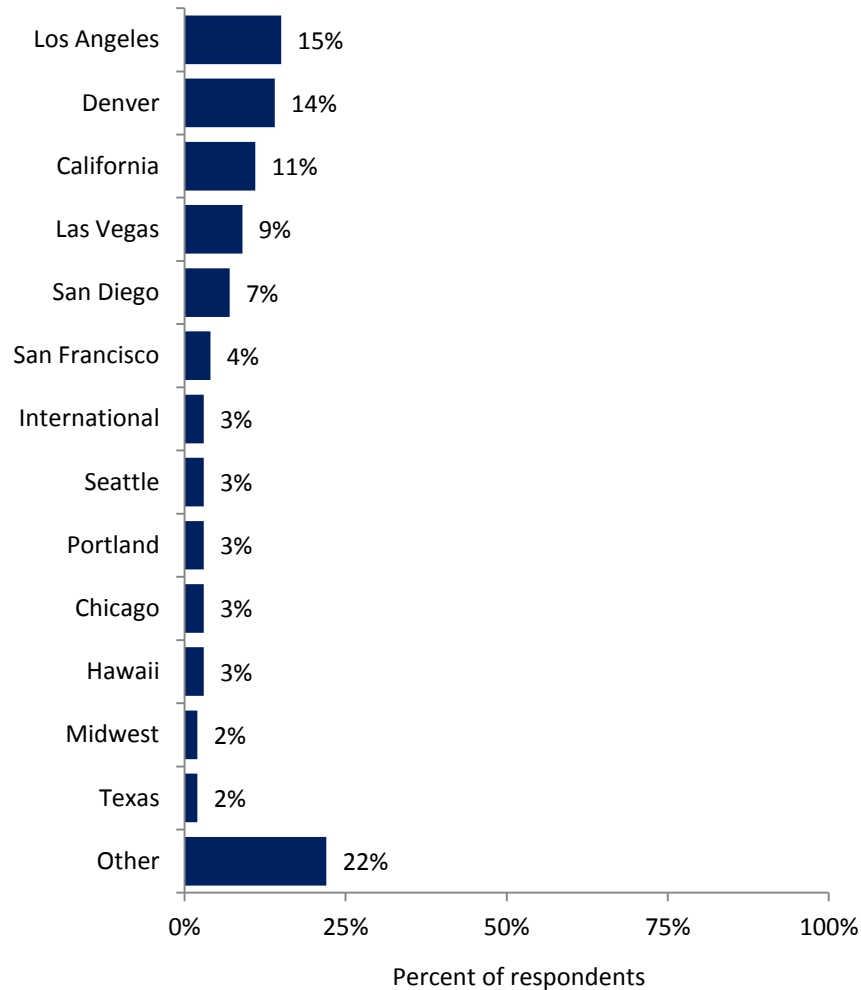
If you fly from Phoenix instead of Flagstaff, where are you typically flying to?



Survey respondents also were asked to indicate what one city or region they would most like to see air service to/from Flagstaff. The responses written-in by residents were reviewed and categorized into the groups displayed in the chart below. Flagstaff residents would most like to see air service between Flagstaff and Los Angeles (15%), followed by Denver (14%) and California (11%). All other destinations were mentioned by less than 1 in 10 respondents. One-quarter of responses were categorized as “other” destinations due to the variation and infrequency among responses. These “other” responses can be found verbatim in *Appendix C: Verbatim Responses to Open-ended Survey Questions*.

Figure 21: Preferred City or Region to Add as Air Service to/from Flagstaff

What one city or region would you most like to see air service to/from Flagstaff?



City Government

Overall Quality of City Services

Residents were given the opportunity to rate the quality of City services overall. Sixty-nine percent rated the overall quality of City services as “excellent” or “good” while 31% rated them as “fair” or “poor.” This rating was lower than what was reported in 2009 but similar to 2007. The difference in ratings could be at least partially attributable to the change in survey administration mode (from telephone to mail). When compared to ratings given by residents in peer communities, Flagstaff’s rating was similar (see *Appendix D: Benchmark Comparisons*).

Residents who owned their home or were 55 years or older tended to give higher evaluations to the overall quality of services than did those who rented their home or were under 55 years old (see *Appendix E: Responses to Selected Survey Questions by Respondent Geographic Location and Demographics*).

Figure 22: Overall Quality of Flagstaff City Services

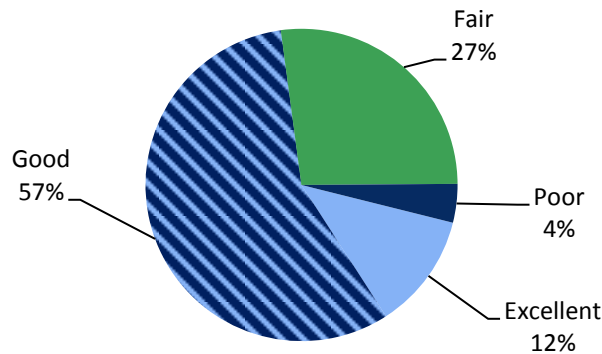
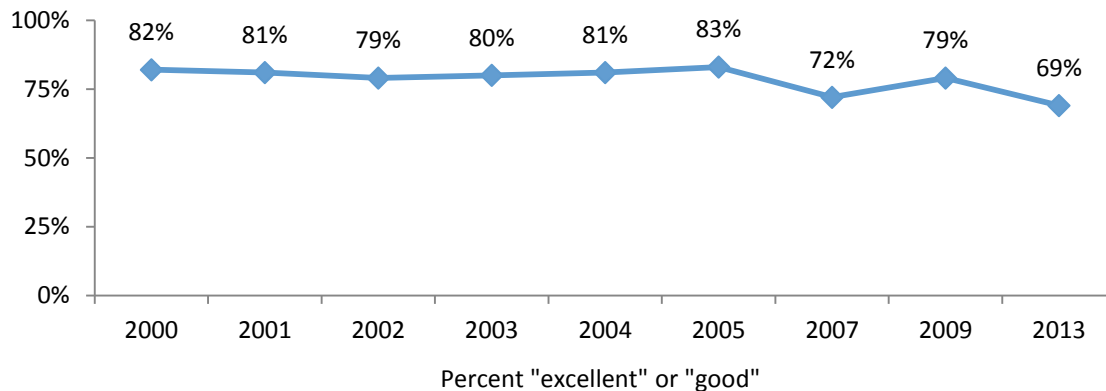


Figure 23: Overall Quality of Flagstaff City Services Compared by Year



Perceptions of City Services

Respondents were asked to rate the quality of 19 City services. At the top of the list (see Figure 24), with 96% rating it as “excellent” or “good,” was the fire department followed by garbage collection services (90%), libraries (89%), parks (84%) and sewer services (82%). Services receiving relatively lower evaluations included snow removal operations (52% “excellent” or “good”), planning and building services (51%) and street maintenance (33%).

Please note that a relatively large proportion of respondents said “don’t know” when asked to rate the following services: planning and building services (38% “don’t know”), Mountain Line (bus service throughout Flagstaff) (31%), sustainability and environmental programs (30%), heritage preservation (26%), fire department (25%) and recreation programs (21%). Percentages shown in the body of the report represent those who had an opinion (see *Appendix B: Responses to Survey Questions*).

Twelve services could be compared to ratings given by residents in the selected peer communities’ benchmark (see *Appendix D: Benchmark Comparisons*). Ratings for the fire department, water services and Mountain Line (bus service throughout Flagstaff) were higher than comparison communities. Ratings for garbage collection services, libraries, parks, the police department, recycling services, sewer services, snow removal operations, street maintenance and traffic signals were similar to the benchmark. No service ratings were lower than the peer communities’ benchmark. Benchmark comparisons were not available for the remaining seven services.

Twelve of the 19 services could be compared to 2009 survey results. Sewer services, water services, the police department and street maintenance received lower ratings in 2013 compared to 2009 ratings. Planning and building services received a higher rating in 2013 compared to 2009. Differences in ratings between 2013 and 2009 may be due in part to the changes in the survey administration modes (from phone in 2009 to mail and web in 2013, see *Appendix F: Survey Methodology*).

Residents living in areas 3 and 4 tended to give higher evaluations to planning and building services and Mountain Line than did those living in areas 1 and 2. In general, part-time residents, those who owned their home and those who were 55 years or older tended to give higher ratings to most City services than did full-time residents, those who rented and those who were under 55 years old (see *Appendix E: Responses to Selected Survey Questions by Respondent Geographic Location and Demographics*).

Figure 24: Quality of Flagstaff City Services Compared by Year

Please rate the quality of each of the following services provided in Flagstaff.	2013	2009	2007	2005	2004	2003	2002	2001	2000
Fire department	96%	97%	98%	98%	95%	98%	95%	96%	97%
Garbage collection services	90%	92%	87%	90%	90%	87%	86%	89%	88%
Libraries	89%	91%	91%	92%	90%	88%	91%	90%	88%
Parks	84%	85%	81%	82%	85%	81%	80%	83%	80%
Sewer services	82%	90%	88%	91%	87%	85%	83%	87%	86%
Water services	81%	89%	85%	88%	85%	79%	78%	81%	86%
Mountain Line (bus service throughout Flagstaff)	77%	NA	NA	NA	NA	NA	NA	NA	NA
Police department	74%	87%	79%	85%	79%	82%	83%	79%	82%
Utility billing services	73%	NA	NA	NA	NA	NA	NA	NA	NA
Recreation programs	70%	77%	66%	69%	72%	68%	60%	65%	61%
Sustainability and environmental programs	70%	NA	NA	NA	NA	NA	NA	NA	NA
Heritage preservation	70%	NA	NA	NA	NA	NA	NA	NA	NA
Recycling services	68%	NA	NA	76%	NA	NA	75%	78%	80%
Streetscapes (making street medians and sides of streets attractive)	63%	NA	NA	NA	NA	NA	NA	NA	NA
Public art	58%	NA	NA	NA	NA	NA	NA	NA	NA
Traffic signals	56%	61%	41%	40%	49%	42%	29%	32%	38%
Snow removal operations	52%	55%	57%	68%	64%	71%	67%	67%	60%
Planning and building services	51%	42%	38%	44%	38%	43%	38%	41%	NA
Street maintenance	33%	46%	41%	51%	56%	53%	45%	49%	53%

Percent "excellent" or "good."

In 2009 and prior, "Recycling services" and "Sustainability and environmental programs" was one item and was worded as "Recycling and Environmental Programs" so a comparison could not be made to the 2013 results. However, in 2005, 2002, 2001 and 2000, the survey asked specifically about "recycling programs" so comparisons have been made to the 2013 item "Recycling services."

Figure 25: City Services Benchmarks

	Comparison to peer communities benchmark
Fire department	Higher
Garbage collection services	Similar
Libraries	Similar
Parks	Similar
Sewer services	Similar
Water services	Higher
Mountain Line (bus service throughout Flagstaff)	Higher
Police department	Similar
Recycling services	Similar
Traffic signals	Similar
Snow removal operations	Similar
Street maintenance	Similar

Interactions with the City

Survey respondents were asked how often in the 12 months prior to the survey they used the City's website, visited City Hall or called City Hall, and then were asked to rate the quality of customer service during their interactions. About 59% of respondents had at least "sometimes" used the City's website or online services in the last 12 months, while 40% had visited City Hall and only 25% had called City Hall. At least a majority of respondents rated their interactions with each of these three City resources as "excellent" or "good," with visiting City Hall receiving the highest quality rating (76% "excellent" or "good").

Figure 26: Frequency of Using City Resources

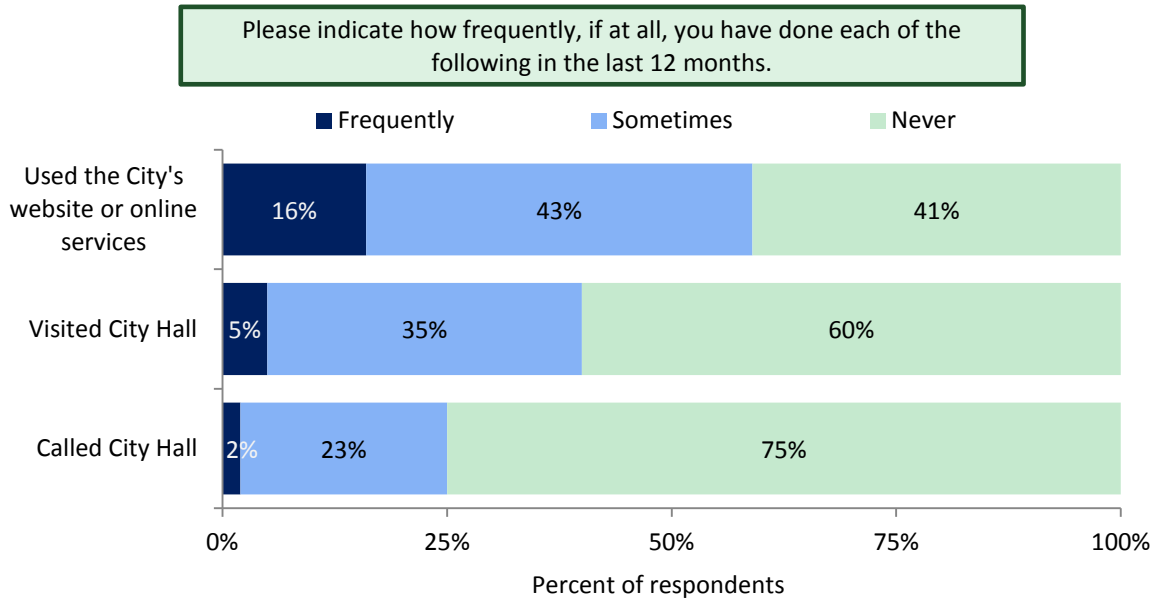
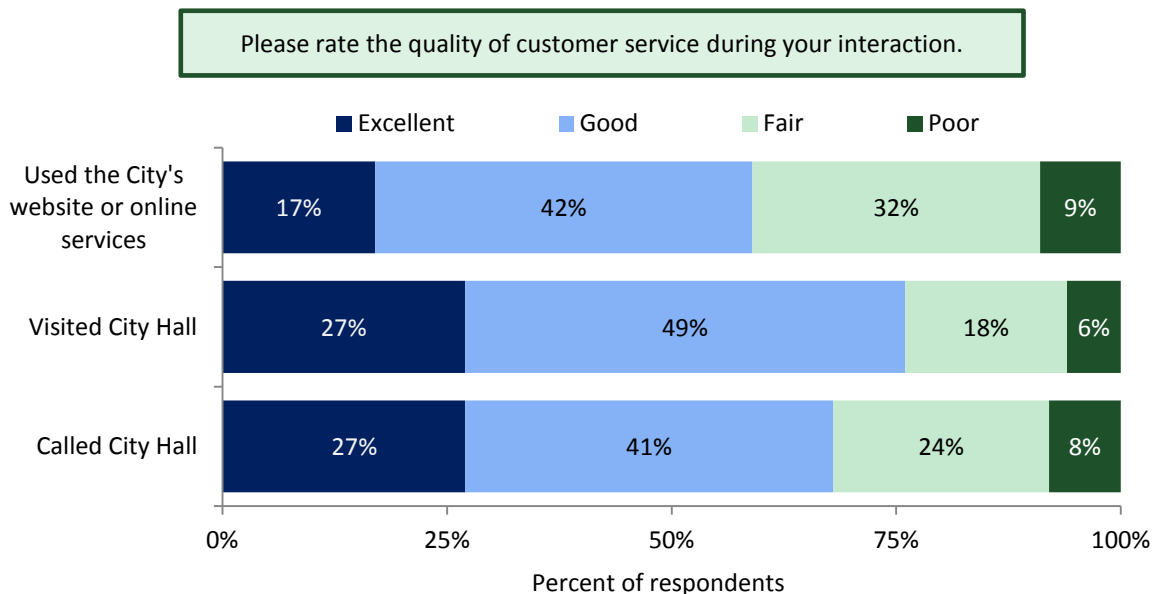


Figure 27: Quality of Customer Service Interaction



Government Performance

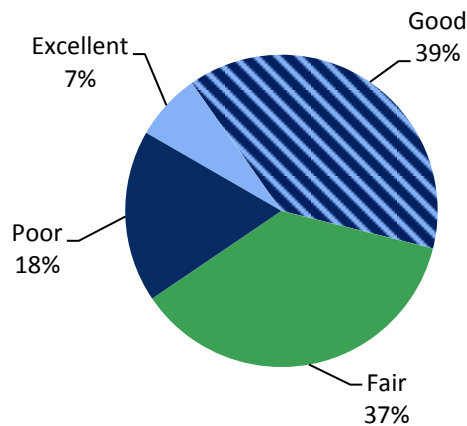
The 2013 Flagstaff survey included a new question regarding the quality of government performance within a number of categories ranging from overall confidence in the representation residents receive to the job Flagstaff government does at welcoming citizen involvement.

Overall Direction

Respondents were asked to rate the overall direction the City is taking. Forty-six percent reported this as “excellent” or “good,” while 37% reported this as “fair” and 18% reported “poor.” This rating was similar to the peer communities’ benchmark rating. It should be noted that 27% of respondents reported “don’t know” when answering this question. The full set of responses, including “don’t know,” can be found in *Appendix B: Responses to Survey Questions*.

Residents aged 18 to 34 tended to give higher ratings to the overall direction of the City government than did residents 35 and older (see *Appendix E: Responses to Selected Survey Questions by Respondent Geographic Location and Demographics*).

Figure 28: Overall Direction the City is Taking



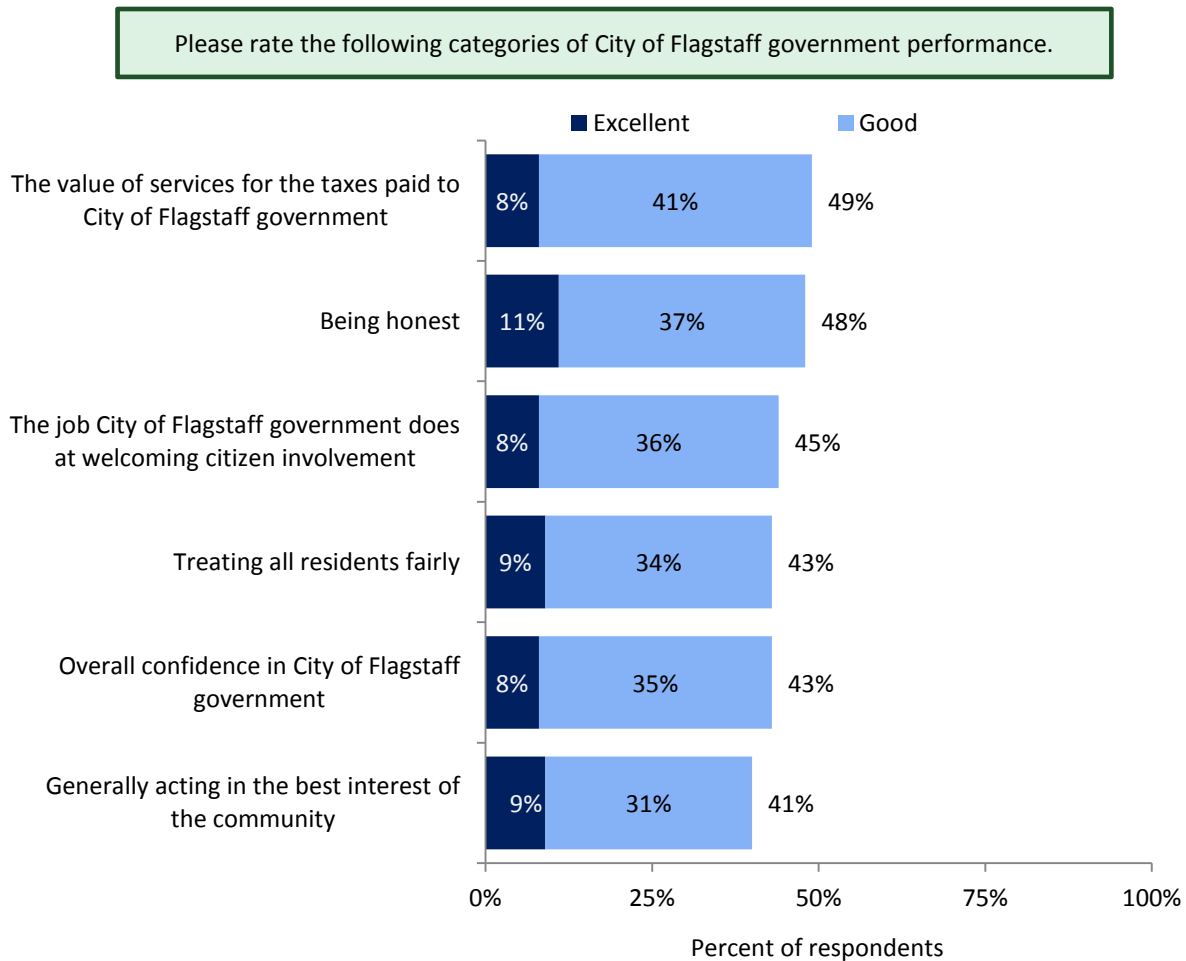
Aspects of Government Performance

Survey respondents were asked to rate the quality of each of a number of aspects of the City government performance. At the top of the list (see Figure 29), with 49% of respondents reporting “excellent” or “good,” was the value of services for taxes paid to City of Flagstaff government, followed by being honest (48%). Residents felt somewhat less positively about the City government generally acting in the best interest of the community (41% “excellent” or “good”) and the overall confidence in City of Flagstaff government (43%).

Please note that more than 20% of respondents selected “don’t know” when asked to rate all of the categories of government performance. The full set of responses, including “don’t know,” can be found in *Appendix B: Responses to Survey Questions*.

Two of the six aspects of the City government performance could be compared to the custom set of benchmarks. The value of services for the taxes paid to City of Flagstaff government and the job City of Flagstaff government does at welcoming citizen involvement were both rated similar to ratings given in the peer communities’ benchmark (see *Appendix D: Benchmark Comparisons* for more information on the benchmark data).

Residents who lived in Flagstaff for less than five years tended to give higher ratings than did those who lived in Flagstaff for more than five years (see *Appendix E: Responses to Selected Survey Questions by Respondent Geographic Location and Demographics*).

Figure 29: Aspects of Government Performance**Figure 30: Government Performance Benchmarks**

	Comparison to peer communities benchmark
The value of services for the taxes paid to City of Flagstaff government	Similar
The job City of Flagstaff government does at welcoming citizen involvement	Similar

Level of Support for City Actions

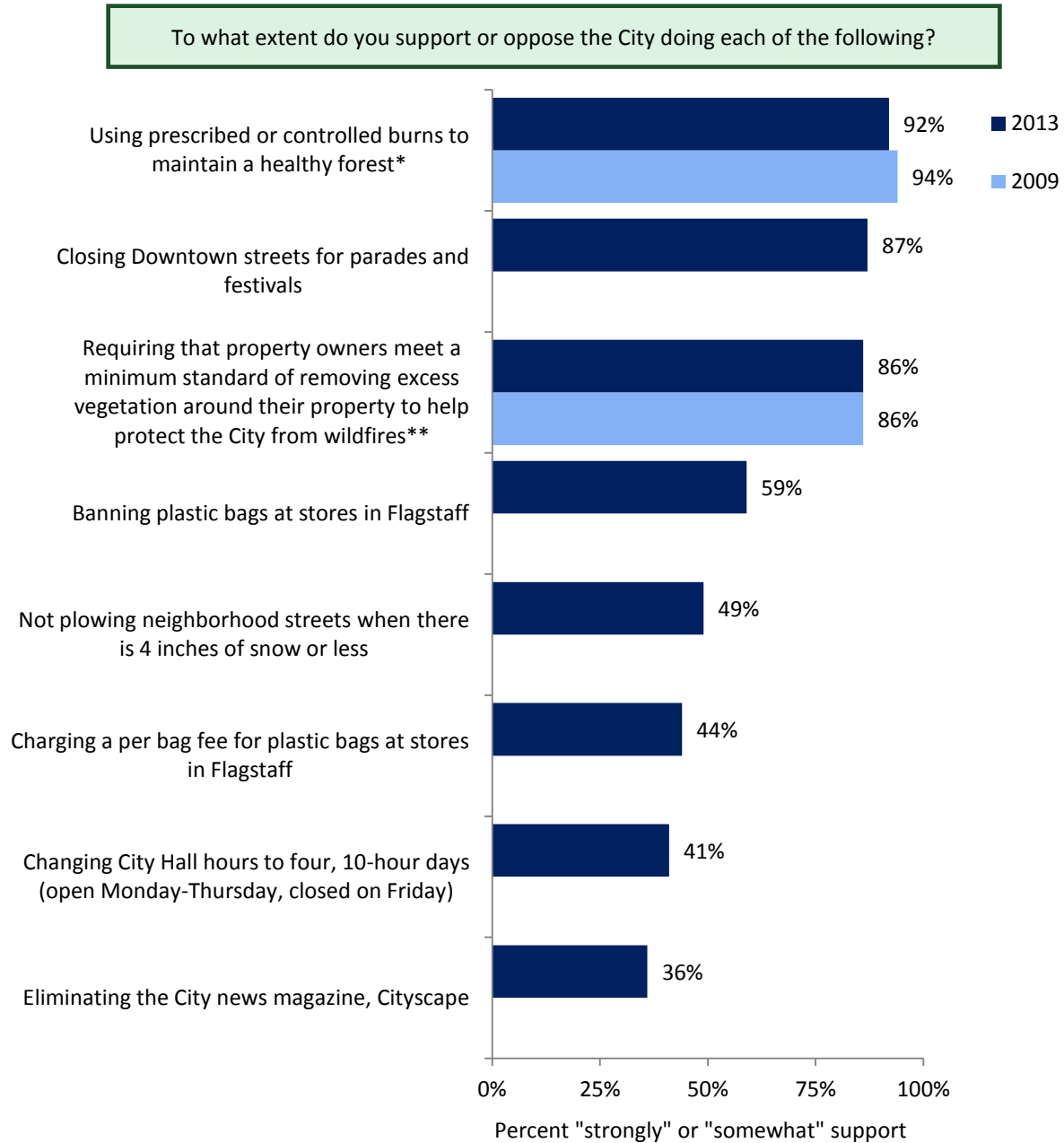
Respondents were asked to what extent they would support or oppose the City government taking a number of actions, from using prescribed or controlled burns to maintain a healthy forest to eliminating the City news magazine, Cityscape. Overwhelmingly, respondents were in favor of using prescribed or controlled burns to maintain a healthy forest; 92% “somewhat” or “strongly” supported it, with 61% voicing strong support (see *Appendix B: Responses to Survey Questions* for full frequencies). More than 8 in 10 residents supported closing downtown streets for parades and festivals (87% “somewhat” or “strongly” support) and requiring that property owners meet a minimum standard of removing excess vegetation around their property to help protect the City from wildfires (86%). The least supported initiatives included eliminating the City news magazine, Cityscape (36% “somewhat” or “strongly” support) and changing City Hall hours to four, 10-hour days each week (41%).

Two of the eight proposed actions could be compared to 2009 ratings. Using prescribed or controlled burns and requiring that property owners meet a minimum standard of removing excess vegetation around their property received similar ratings in 2013 and 2009.

Please note that more than 20% of respondents selected “don’t know” when rating their support for or opposition to changing City Hall hours to four, 10-hour days each week and eliminating the City news magazine, Cityscape. The full set of responses, including “don’t know,” can be found in *Appendix B: Responses to Survey Questions*.

Full-time residents tended to give higher ratings of support for closing downtown streets for parades and festivals than did part-time residents. Residents who lived in Flagstaff for less than five years tended to give lower ratings of support for not plowing neighborhood streets when there is four inches of snow or less than did those living in Flagstaff for more than five years (see *Appendix E: Responses to Selected Survey Questions by Respondent Geographic Location and Demographics*).

Figure 31: Support for City Actions Compared by Year



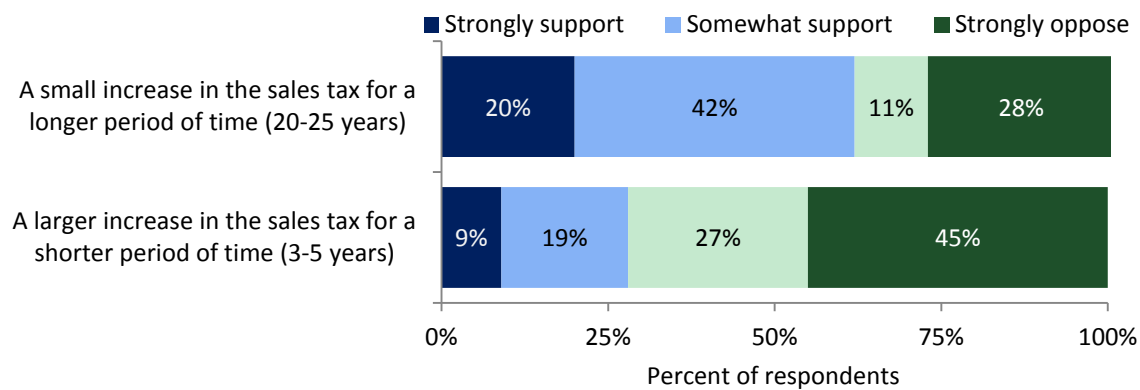
*In 2009, this item was asked on a scale of strongly agree, somewhat agree, somewhat disagree and strongly disagree. For comparison purposes, the percent "strongly" or "somewhat" agree is shown in the figure above.

**In 2009, this item was asked on a scale of yes or no. For comparison purposes, the percent "yes" is shown in the figure above.

Survey respondents were asked to what extent they would support or oppose two different sales tax increases for street improvements in Flagstaff. A small increase in the sales tax for a longer period of time (20-25 years) received more than twice as much support (61% “somewhat” or “strongly” support) than did a larger increase in the sales tax for a shorter period of time (3-5 years; 28% support). Residents were five times more likely to strongly oppose than strongly support a larger sales tax increase for a shorter period of time.

Figure 32: Level of Support for Sales Tax Increase for Street Improvements

The condition of City streets can be rated on a scale of 0 to 100, where at least 70 is an “acceptable” condition. Because of declining revenues, the City has not been able to devote the resources necessary to maintain all City streets at an acceptable condition. A majority of Flagstaff streets are in the range of 60 and below. In order to bring all streets up to an acceptable condition, more than \$50 million would be required. While the City Council has increased funding to address the condition of City streets, it is not enough to bring our roads to an acceptable condition. The current local sales tax rate is 1.72%. To what extent do you support or oppose each of the following sales tax increases, which would be dedicated to street improvements in Flagstaff?



Flagstaff Regional Plan

The survey included two questions gauging respondent's familiarity with, and likelihood of, approving the Flagstaff Regional Plan. When asked how familiar they were with the plan, half (47%) were "not at all familiar." One-third said they were "a little bit familiar (heard of it)," one in five were "somewhat" familiar and only 4% were "very" familiar.

Residents were given a brief synopsis of the plan and then asked how likely or unlikely they were to approve the plan in the upcoming May 2014 election. Sixty-seven percent reported that they were "somewhat" or "very" likely to approve the plan, while 33% were "somewhat" or "very" unlikely. Similar proportions of respondents reported being "very" likely (14%) and "very" unlikely (17%) to approve the Regional Plan.

Figure 33: Familiarity with Regional Plan

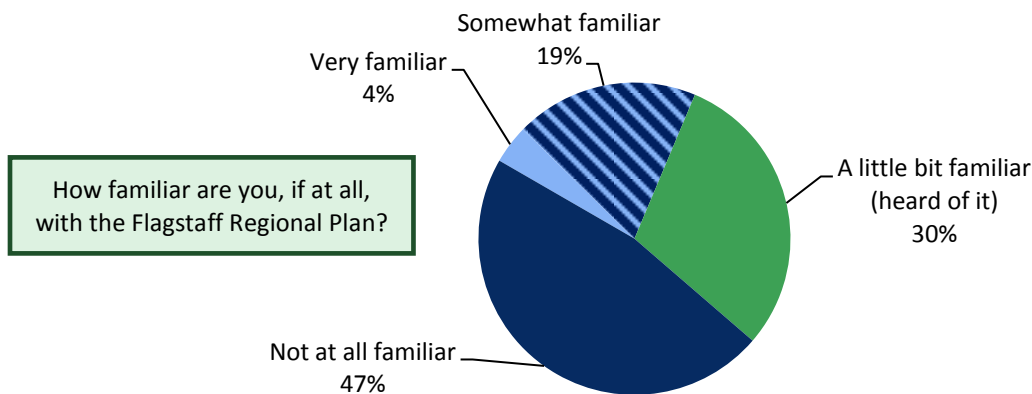
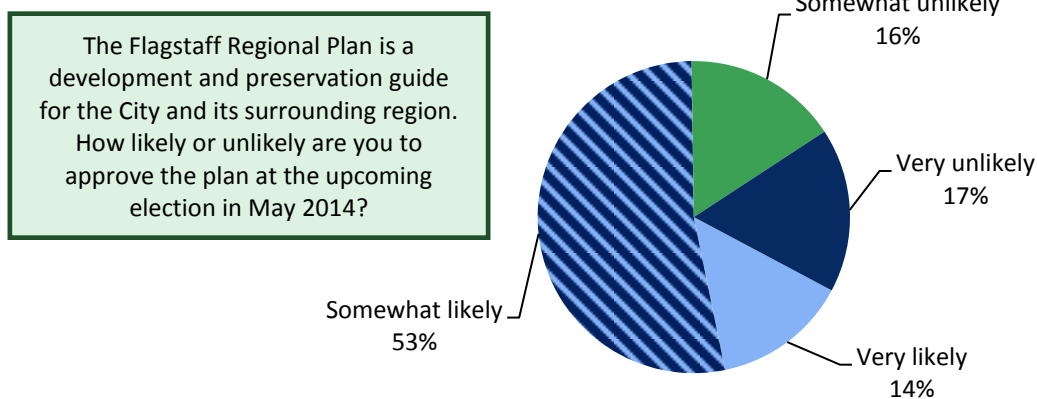


Figure 34: Likelihood of Regional Plan Approval

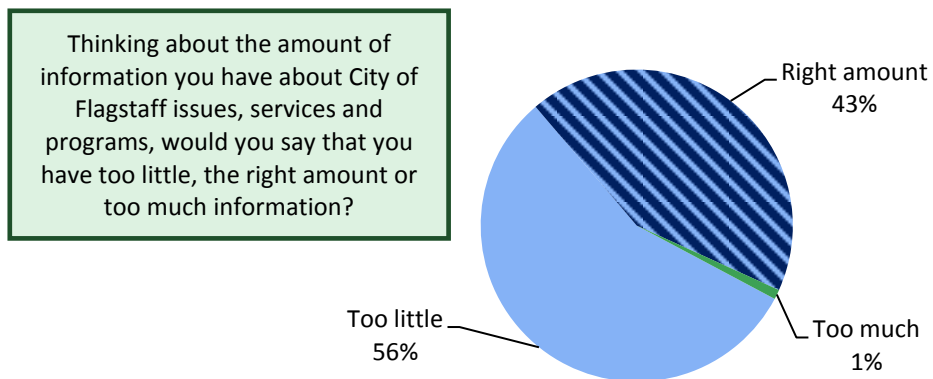


Information Sources

Two questions on the 2013 survey were aimed at understanding what sources residents utilize for getting information about the City and whether they receive the right amount of information.

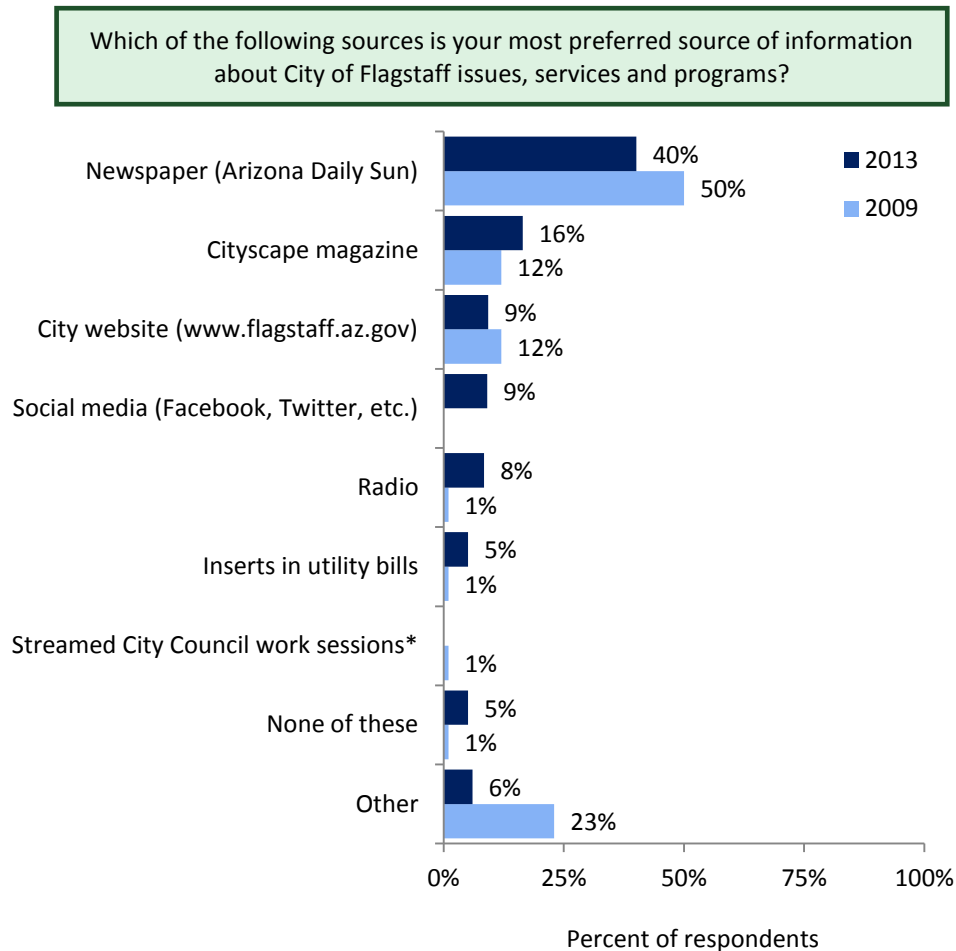
A majority of survey respondents reported that the amount of information they have about City issues, services and programs is too little (56%) and only 1% reported the amount being too much. Four in 10 residents felt they had the “right amount” of information about City issues, services and programs.

Figure 35: Amount of Information about City Issues, Services and Programs



The sources of information most preferred by residents to get information about Flagstaff were the Arizona Daily Sun newspaper (40%), the Cityscape magazine (16%), the City website (9%) and social media (9%). Fewer respondents reported the Arizona Daily Sun in 2013 compared to 2009 and fewer reported using an “other” source in 2013 compared to 2009.

Figure 36: Preferred Information Sources Compared by Year



The 2013 question included more response options and asked about residents "preferred" source instead of their most "valuable" (as in 2009); in 2009, this question was asked only of those who said they felt they had enough information available about the City.

*In 2009 this item was "Televised City Council work sessions."

Appendix A: Respondent Characteristics

Characteristics of the survey respondents are displayed in the tables on the following pages of this appendix.

Table 1: Question D1

How many years have you lived in Flagstaff?	Percent	Number
Less than one year	8%	N=35
1-5 years	24%	N=106
6-10 years	16%	N=68
11-20 years	22%	N=95
More than 20 years	30%	N=132
Total	100%	N=436

Table 2: Question D2

Are you a full-time or part-time resident of Flagstaff?	Percent	Number
Full-time	92%	N=398
Part-time	8%	N=36
Total	100%	N=434

Table 3: Question D3

Do you own or rent your home?	Percent	Number
Own	47%	N=203
Rent	53%	N=228
Total	100%	N=431

Table 4: Question D4

About how much is your monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners' association (HOA) fees)?	Percent	Number
Less than \$300 per month	4%	N=19
\$300 to \$599 per month	10%	N=42
\$600 to \$999 per month	24%	N=104
\$1,000 to \$1,499 per month	39%	N=166
\$1,500 to \$2,499 per month	18%	N=76
\$2,500 or more per month	4%	N=18
Total	100%	N=426

Table 5: Question D5

Do any children 17 or under live in your household?	Percent	Number
Yes	33%	N=144
No	67%	N=288
Total	100%	N=432

Table 6: Question D6

In which category is your age?	Percent	Number
18-24 years	13%	N=59
25-34 years	30%	N=132
35-44 years	15%	N=64
45-54 years	17%	N=75
55-64 years	11%	N=50
65-74 years	8%	N=36
75 years or older	4%	N=19
Total	100%	N=435

Table 7: Question D7

What is the highest grade of school or year of college that you have completed?	Percent	Number
Grade school	1%	N=2
High school degree or GED	13%	N=56
Some college/ Associate's degree	27%	N=118
Bachelor's degree	37%	N=160
Post-bachelor degree/Graduate degree	22%	N=97
Total	100%	N=434

Table 8: Question D8

Are you of Hispanic, Latino, or Spanish origin?	Percent	Number
Yes	15%	N=63
No	85%	N=362
Total	100%	N=425

Table 9: Question D9

What is your race?	Percent	Number
American Indian or Alaska Native	5%	N=20
Asian, Asian Indian or Pacific Islander	4%	N=17
Black or African American	2%	N=8
White	85%	N=357
Other race	8%	N=36

Total may exceed 100% as respondents could select more than one answer.

Table 10: Question D10

How much do you anticipate your household's total income before taxes will be for the current year? (Please include in your total income money from all sources for all persons living in your household.)	Percent	Number
Up to \$9,999	9%	N=39
\$10,000 to \$24,999	14%	N=57
\$25,000 to \$49,999	23%	N=94
\$50,000 to \$74,999	23%	N=96
\$75,000 to \$99,999	15%	N=64
\$100,000 to \$149,999	9%	N=37
\$150,000 or more	7%	N=27
Total	100%	N=415

Table 11: Question D11

What is your gender?	Percent	Number
Female	50%	N=212
Male	50%	N=210
Total	100%	N=422

Appendix B: Responses to Survey Questions

Complete Set of Frequencies Excluding “Don’t Know”

The following pages contain a complete set of responses to each question on the 2013 survey, excluding the “don’t know” responses. The percent of respondents giving a particular response is shown followed by the number of respondents.

Table 12: Question 1

Please rate each of the following aspects of quality of life in Flagstaff.	Excellent		Good		Fair		Poor		Total	
Flagstaff as a place to live	42%	N=180	47%	N=206	9%	N=40	2%	N=8	100%	N=434
Your neighborhood as a place to live	33%	N=143	47%	N=199	18%	N=76	2%	N=9	100%	N=427
Flagstaff as a place to raise children	31%	N=111	50%	N=179	13%	N=46	7%	N=24	100%	N=360
Flagstaff as a place to work	11%	N=42	28%	N=113	35%	N=139	27%	N=107	100%	N=402
Flagstaff as a place to visit	62%	N=258	30%	N=125	7%	N=29	1%	N=5	100%	N=417
Flagstaff as a place to retire	31%	N=108	29%	N=100	21%	N=74	18%	N=64	100%	N=345
The overall quality of life in Flagstaff	27%	N=118	48%	N=205	23%	N=100	2%	N=8	100%	N=430

Table 13: Question 2

Please rate each of the following characteristics as they relate to Flagstaff as a whole.	Excellent		Good		Fair		Poor		Total	
Overall feeling of safety in Flagstaff	26%	N=111	55%	N=240	15%	N=67	4%	N=15	100%	N=433
Overall ease of getting to the places you usually have to visit	21%	N=89	41%	N=176	29%	N=123	10%	N=43	100%	N=431
Quality of overall natural environment in Flagstaff	51%	N=217	40%	N=170	8%	N=34	1%	N=6	100%	N=428
Overall built environment of Flagstaff (including buildings, parks and transportation systems)	13%	N=54	52%	N=224	27%	N=114	9%	N=38	100%	N=430
Health and wellness opportunities in Flagstaff	27%	N=113	46%	N=188	20%	N=83	7%	N=29	100%	N=412
Overall opportunities for education and enrichment	27%	N=114	51%	N=213	17%	N=71	5%	N=19	100%	N=417
Opportunities to attend cultural activities	29%	N=122	51%	N=215	16%	N=65	4%	N=17	100%	N=419
Opportunities to participate in social events and activities	29%	N=121	48%	N=200	20%	N=82	3%	N=14	100%	N=418
Overall economic health of Flagstaff	4%	N=14	38%	N=153	40%	N=160	19%	N=76	100%	N=404
Sense of community	16%	N=67	41%	N=171	35%	N=145	8%	N=33	100%	N=416
Overall image or reputation of Flagstaff	23%	N=95	57%	N=239	17%	N=72	4%	N=16	100%	N=422

Table 14: Question 3

Please indicate how likely or unlikely you are to remain in Flagstaff for the next five years.	Percent	Number
Very likely	53%	N=223
Somewhat likely	25%	N=105
Somewhat unlikely	9%	N=36
Very unlikely	14%	N=58
Total	100%	N=422

Table 15: Question 4

In the time you've lived in Flagstaff, do you think the City has become a better place to live, it has stayed about the same or has become a worse place to live?	Percent	Number
Better	33%	N=136
Stayed the same	53%	N=222
Worse	14%	N=59
Total	100%	N=417

Table 16: Question 5

Over the last 12 months, would you say that the quality of life in your neighborhood has gotten better, stayed about the same or gotten worse?	Percent	Number
Better	8%	N=33
Stayed the same	76%	N=316
Worse	16%	N=67
Total	100%	N=416

Table 17: Question 6

What is the ONE thing the City can do to most improve your quality of life in Flagstaff?	Percent	Number
Better traffic flow, roads, and mass transit	27%	90
More parks, recreation, activities and youth programs	5%	17
Manage growth/zoning and protect open spaces	5%	18
More affordable housing	9%	30
Attract more business and industry	8%	26
Improve snow removal	2%	6
Improve police department and reduce crime	10%	33
Lower the cost of living	4%	14
More employment and higher wages	10%	33
Improve recycling	3%	10
Deal with budget, the economy and taxes	3%	10
Assist the elderly, children, needy and homeless	3%	9
Improve education	2%	8
Other	10%	34
Total	100%	339

Table 18: Question 7

In the last 12 months, how many times, if ever, have you or another household member done each of the following?	Never		Once or twice		3-12 times		13-26 times		More than 26 times		Total	
Driven out of the city to buy something you couldn't find in Flagstaff	26%	N=110	33%	N=140	33%	N=142	7%	N=29	2%	N=8	100%	N=429
Used the Internet to buy something that you couldn't find in Flagstaff	11%	N=46	18%	N=78	34%	N=145	20%	N=87	17%	N=72	100%	N=428

Table 19: Question 8

If you or another household member used the Internet at least once in the last 12 months to buy something online that you couldn't find in Flagstaff, what kinds of things were purchased? (Please check all that apply.)	Percent	Number
I did not buy anything on the Internet	6%	N=24
Electronics	37%	N=154
Medication	10%	N=40
Apparel/Clothes	66%	N=276
Recreation equipment	31%	N=127
Groceries	11%	N=44
Automotive supplies	20%	N=81
Health/beauty supplies	28%	N=114
Art	6%	N=26
Furniture	17%	N=72
Entertainment (e.g., digital media, Netflix, electronic books)	57%	N=238
Other	27%	N=112

Total may exceed 100% as respondents could select more than one answer.

Table 20: Question 9

In the last 12 months, how often, if ever, have you done each of the following?	Never		Once or twice a year		Several times a year		Monthly		Weekly		Total	
Flown from Flagstaff Pulliam Airport	68%	N=286	24%	N=103	7%	N=31	1%	N=3	0%	N=1	100%	N=422
Driven to the Phoenix Metropolitan area to fly	33%	N=138	39%	N=162	27%	N=111	2%	N=6	0%	N=0	100%	N=417

Table 21: Question 10

If you fly from Phoenix instead of Flagstaff, where are you typically flying to?	Percent	Number
Los Angeles	2%	7
Texas	4%	11
Denver	6%	20
California	14%	43
San Diego	4%	12
East/East Coast	13%	40
Hawaii	3%	9
New York	2%	6
Las Vegas	2%	6
Chicago	2%	8
Midwest	2%	8
Portland	2%	7
Seattle	4%	13
International	7%	22
Florida	1%	3
Michigan	2%	5
Missouri	2%	6
West Coast	1%	4
Wisconsin	1%	3
Other	26%	80
Total	100%	311

Table 22: Question 11

What one city or region would you most like to see air service to/from Flagstaff?	Percent	Number
Los Angeles	15%	46
Texas	2%	5
Denver	14%	42
California	11%	34
San Diego	7%	21
Hawaii	3%	8
Las Vegas	9%	28
Chicago	3%	8
Midwest	2%	7
Portland	3%	9
Seattle	3%	10
International	3%	9
San Francisco	4%	11
Other	22%	65
Total	100%	302

Table 23: Question 12

In the last 12 months, how frequently, if ever, have you or another household member used the bus service, Mountain Line?	Percent	Number
Never	55%	N=235
Once or twice	15%	N=64
3-12 times	11%	N=46
13-26 times	6%	N=25
More than 26 times	13%	N=57
Total	100%	N=427

Table 24: Question 13

The transportation system in our region consists of roads, buses, sidewalks, Flagstaff Urban Trails System (FUTS) trails and bike facilities. Overall, how well, if at all, does the current transportation system meet your travel needs?	Percent	Number
Very well	34%	N=136
Somewhat well	53%	N=213
Not too well	8%	N=33
Not at all	4%	N=17
Total	100%	N=399

Table 25: Question 14

Please rate the quality of each of the following services provided in Flagstaff.	Excellent		Good		Fair		Poor		Total	
Fire department	67%	N=217	29%	N=93	4%	N=12	0%	N=0	100%	N=323
Garbage collection services	50%	N=205	40%	N=164	8%	N=31	3%	N=11	100%	N=412
Libraries	47%	N=177	42%	N=160	10%	N=39	1%	N=3	100%	N=379
Parks	36%	N=151	48%	N=201	13%	N=56	3%	N=12	100%	N=420
Police department	35%	N=132	40%	N=152	16%	N=62	9%	N=36	100%	N=381
Planning and building services	16%	N=43	34%	N=91	30%	N=80	19%	N=51	100%	N=265
Recreation programs	20%	N=66	50%	N=167	26%	N=87	4%	N=13	100%	N=333
Recycling services	28%	N=110	40%	N=160	23%	N=91	9%	N=34	100%	N=395
Sustainability and environmental programs	24%	N=73	46%	N=137	23%	N=69	7%	N=21	100%	N=301
Sewer services	32%	N=117	49%	N=176	15%	N=53	4%	N=14	100%	N=359
Water services	33%	N=131	48%	N=190	15%	N=59	4%	N=15	100%	N=395
Utility billing services	26%	N=103	48%	N=191	19%	N=75	8%	N=32	100%	N=402
Snow removal operations	15%	N=61	36%	N=144	33%	N=129	16%	N=62	100%	N=397
Street maintenance	8%	N=35	25%	N=103	33%	N=136	34%	N=142	100%	N=417
Traffic signals	12%	N=50	44%	N=188	29%	N=123	15%	N=63	100%	N=423
Streetscapes (making street medians and sides of streets attractive)	17%	N=70	45%	N=187	26%	N=108	11%	N=46	100%	N=411
Public art	16%	N=59	42%	N=152	29%	N=107	13%	N=47	100%	N=366
Heritage preservation	20%	N=64	50%	N=157	22%	N=71	8%	N=24	100%	N=316
Mountain Line (bus service throughout Flagstaff)	36%	N=103	42%	N=122	19%	N=56	4%	N=10	100%	N=291
Overall quality of City services	12%	N=51	57%	N=241	27%	N=115	4%	N=16	100%	N=423

Table 26: Question 15a

Please indicate how frequently, if at all, you have done each of the following in the last 12 months. Then, please rate the quality of customer service during your interaction.	Frequently		Sometimes		Never		Total	
Called City Hall	2%	N=10	23%	N=98	75%	N=320	100%	N=428
Visited City Hall	5%	N=20	35%	N=150	60%	N=256	100%	N=427
Used the City's website or online services	16%	N=68	43%	N=183	41%	N=173	100%	N=424

Table 27: Question 15b

Please indicate how frequently, if at all, you have done each of the following in the last 12 months. Then, please rate the quality of customer service during your interaction.	Excellent		Good		Fair		Poor		Total	
Called City Hall	27%	N=27	41%	N=40	24%	N=24	8%	N=8	100%	N=98
Visited City Hall	27%	N=42	49%	N=75	18%	N=29	6%	N=9	100%	N=155
Used the City's website or online services	17%	N=38	42%	N=92	32%	N=70	9%	N=21	100%	N=222

Table 28: Question 16

Please rate the following categories of City of Flagstaff government performance.	Excellent		Good		Fair		Poor		Total	
The value of services for the taxes paid to City of Flagstaff government	8%	N=26	41%	N=139	38%	N=127	13%	N=45	100%	N=337
The overall direction that City of Flagstaff government is taking	7%	N=20	39%	N=123	37%	N=114	18%	N=55	100%	N=313
The job City of Flagstaff government does at welcoming citizen involvement	8%	N=25	36%	N=110	41%	N=124	14%	N=44	100%	N=303
Overall confidence in City of Flagstaff government	8%	N=28	35%	N=123	40%	N=139	17%	N=60	100%	N=350
Generally acting in the best interest of the community	9%	N=32	31%	N=111	39%	N=137	21%	N=73	100%	N=352
Being honest	11%	N=32	37%	N=105	37%	N=106	16%	N=45	100%	N=288
Treating all residents fairly	9%	N=27	34%	N=105	34%	N=105	23%	N=70	100%	N=307

Table 29: Question 17

To what extent do you support or oppose the City doing each of the following?	Strongly support		Somewhat support		Somewhat oppose		Strongly oppose		Total	
Not plowing neighborhood streets when there is 4 inches of snow or less	16%	N=65	33%	N=137	27%	N=110	24%	N=98	100%	N=410
Using prescribed or controlled burns to maintain a healthy forest	63%	N=264	29%	N=120	5%	N=22	3%	N=11	100%	N=419
Requiring that property owners meet a minimum standard of removing excess vegetation around their property to help protect the City from wildfires	51%	N=214	35%	N=145	11%	N=45	3%	N=15	100%	N=419
Banning plastic bags at stores in Flagstaff	34%	N=141	26%	N=107	18%	N=75	22%	N=93	100%	N=416
Charging a per bag fee for plastic bags at stores in Flagstaff	27%	N=117	17%	N=71	15%	N=64	41%	N=174	100%	N=426
Closing Downtown streets for parades and festivals	44%	N=177	43%	N=171	8%	N=32	5%	N=19	100%	N=399
Changing City Hall hours to four, 10-hour days (open Monday-Thursday, closed on Friday)	12%	N=37	29%	N=87	28%	N=84	31%	N=96	100%	N=304
Eliminating the City news magazine, Cityscape	14%	N=46	22%	N=70	38%	N=122	26%	N=82	100%	N=320

Table 30: Question 18

The condition of City streets can be rated on a scale of 0 to 100, where at least 70 is an "acceptable" condition. Because of declining revenues, the City has not been able to devote the resources necessary to maintain all City streets at an acceptable condition. A majority of Flagstaff streets are in the range of 60 and below. In order to bring all streets up to an acceptable condition, more than \$50 million would be required. While the City Council has increased funding to address the condition of City streets, it is not enough to bring our roads to an acceptable condition. The current local sales tax rate is 1.72%. To what extent do you support or oppose each of the following sales tax increases, which would be dedicated to street improvements in Flagstaff?	Strongly support		Somewhat support		Somewhat oppose		Strongly oppose		Total	
A small increase in the sales tax for a longer period of time (20-25 years)	20%	N=75	42%	N=158	11%	N=42	28%	N=105	100%	N=380
A larger increase in the sales tax for a shorter period of time (3-5 years)	9%	N=34	19%	N=71	27%	N=100	45%	N=167	100%	N=372

Table 31: Question 19

How familiar are you, if at all, with the Flagstaff Regional Plan?	Percent	Number
Very familiar	4%	N=17
Somewhat familiar	19%	N=84
A little bit familiar (heard of it)	30%	N=130
Not at all familiar	47%	N=204
Total	100%	N=435

Table 32: Question 20

The Flagstaff Regional Plan is a development and preservation guide for the City and its surrounding region. How likely or unlikely are you to approve the plan at the upcoming election in May 2014?	Percent	Number
Very likely	14%	N=27
Somewhat likely	53%	N=104
Somewhat unlikely	16%	N=32
Very unlikely	17%	N=34
Total	100%	N=197

Table 33: Question 21

If you currently rent and want to own your own home, what is preventing you from reaching that goal? (Please check all that apply.)	Percent	Number
I already own	45%	N=189
I rent and don't want to own	10%	N=43
Availability of homes for sale in my price range	32%	N=136
Ability to qualify for a loan	17%	N=71
Don't know how to get started	7%	N=29
Lack the down payment necessary	23%	N=96
Other	11%	N=49

Total may exceed 100% as respondents could select more than one answer.

Table 34: Question 22

How likely or unlikely are you to leave the community because housing costs too much?	Percent	Number
Very likely	23%	N=92
Somewhat likely	28%	N=112
Somewhat unlikely	17%	N=71
Very unlikely	32%	N=129
Total	100%	N=404

Table 35: Question 23

Thinking about the amount of information you have about City of Flagstaff issues, services and programs, would you say that you have too little, the right amount or too much information?	Percent	Number
Too little	56%	N=217
Right amount	43%	N=169
Too much	1%	N=5
Total	100%	N=391

Table 36: Question 24

Which of the following sources is your most preferred source of information about City of Flagstaff issues, services and programs? (Please select only ONE source.)	Percent	Number
Newspaper (Arizona Daily Sun)	40%	N=174
Cityscape magazine	16%	N=72
Social media (Facebook, Twitter, etc.)	9%	N=39
City website (www.flagstaff.az.gov)	9%	N=40
Flagstaff 365	0%	N=0
Radio	8%	N=37
Streamed City Council work sessions	0%	N=1
Inserts in utility bills	5%	N=22
Other	6%	N=27
None of these	5%	N=22
Total	100%	N=434

Complete Set of Frequencies Including “Don’t Know”

The following pages contain a complete set of responses to each question on the 2013 survey, including the “don’t know” responses. The percent of respondents giving a particular response is shown followed by the number of respondents.

Table 37: Question 1

Please rate each of the following aspects of quality of life in Flagstaff.	Excellent		Good		Fair		Poor		Don't know		Total	
Flagstaff as a place to live	42%	N=180	47%	N=206	9%	N=40	2%	N=8	0%	N=0	100%	N=434
Your neighborhood as a place to live	33%	N=143	46%	N=199	18%	N=76	2%	N=9	1%	N=3	100%	N=430
Flagstaff as a place to raise children	26%	N=111	42%	N=179	11%	N=46	6%	N=24	16%	N=68	100%	N=428
Flagstaff as a place to work	10%	N=42	26%	N=113	33%	N=139	25%	N=107	6%	N=26	100%	N=428
Flagstaff as a place to visit	60%	N=258	29%	N=125	7%	N=29	1%	N=5	3%	N=11	100%	N=428
Flagstaff as a place to retire	25%	N=108	24%	N=100	17%	N=74	15%	N=64	19%	N=79	100%	N=424
The overall quality of life in Flagstaff	27%	N=118	48%	N=205	23%	N=100	2%	N=8	0%	N=0	100%	N=430

Table 38: Question 2

Please rate each of the following characteristics as they relate to Flagstaff as a whole.	Excellent		Good		Fair		Poor		Don't know		Total	
Overall feeling of safety in Flagstaff	26%	N=111	55%	N=240	15%	N=67	4%	N=15	0%	N=0	100%	N=434
Overall ease of getting to the places you usually have to visit	21%	N=89	41%	N=176	29%	N=123	10%	N=43	0%	N=0	100%	N=432
Quality of overall natural environment in Flagstaff	50%	N=217	40%	N=170	8%	N=34	1%	N=6	0%	N=2	100%	N=430
Overall built environment of Flagstaff (including buildings, parks and transportation systems)	12%	N=54	52%	N=224	26%	N=114	9%	N=38	0%	N=2	100%	N=432
Health and wellness opportunities in Flagstaff	26%	N=113	43%	N=188	19%	N=83	7%	N=29	5%	N=20	100%	N=432
Overall opportunities for education and enrichment	27%	N=114	50%	N=213	17%	N=71	4%	N=19	2%	N=11	100%	N=428
Opportunities to attend cultural activities	28%	N=122	50%	N=215	15%	N=65	4%	N=17	3%	N=13	100%	N=432
Opportunities to participate in social events and activities	28%	N=121	46%	N=200	19%	N=82	3%	N=14	3%	N=14	100%	N=432
Overall economic health of Flagstaff	3%	N=14	36%	N=153	37%	N=160	18%	N=76	6%	N=27	100%	N=431
Sense of community	16%	N=67	40%	N=171	34%	N=145	8%	N=33	2%	N=10	100%	N=426
Overall image or reputation of Flagstaff	22%	N=95	56%	N=239	17%	N=72	4%	N=16	2%	N=9	100%	N=431

Table 39: Question 3

Please indicate how likely or unlikely you are to remain in Flagstaff for the next five years.	Percent	Number
Very likely	51%	N=223
Somewhat likely	24%	N=105
Somewhat unlikely	8%	N=36
Very unlikely	13%	N=58
Don't know	3%	N=14
Total	100%	N=436

Table 40: Question 4

In the time you've lived in Flagstaff, do you think the City has become a better place to live, it has stayed about the same or has become a worse place to live?	Percent	Number
Better	31%	N=136
Stayed the same	51%	N=222
Worse	14%	N=59
Don't know	4%	N=17
Total	100%	N=434

Table 41: Question 5

Over the last 12 months, would you say that the quality of life in your neighborhood has gotten better, stayed about the same or gotten worse?	Percent	Number
Better	8%	N=33
Stayed the same	72%	N=316
Worse	15%	N=67
Don't know	5%	N=20
Total	100%	N=436

Table 42: Question 6

What is the ONE thing the City can do to most improve your quality of life in Flagstaff?	Percent	Number
Better traffic flow, roads, and mass transit	26%	90
More parks, recreation, activities and youth programs	5%	17
Manage growth/zoning and protect open spaces	5%	18
More affordable housing	9%	30
Attract more business and industry	8%	26
Improve snow removal	2%	6
Improve police department and reduce crime	10%	33
Lower the cost of living	4%	14
More employment and higher wages	10%	33
Improve recycling	3%	10
Deal with budget, the economy and taxes	3%	10
Assist the elderly, children, needy and homeless	3%	9
Improve education	2%	8
Don't know	0%	0
Other	10%	34
Total	100%	339

Table 43: Question 7

In the last 12 months, how many times, if ever, have you or another household member done each of the following?	Never		Once or twice		3-12 times		13-26 times		More than 26 times		Don't know		Total	
Driven out of the city to buy something you couldn't find in Flagstaff	25%	N=110	33%	N=140	33%	N=142	7%	N=29	2%	N=8	0%	N=2	100%	N=431
Used the Internet to buy something that you couldn't find in Flagstaff	11%	N=46	18%	N=78	34%	N=145	20%	N=87	17%	N=72	1%	N=5	100%	N=433

Table 44: Question 8

If you or another household member used the Internet at least once in the last 12 months to buy something online that you couldn't find in Flagstaff, what kinds of things were purchased? (Please check all that apply.)	Percent	Number
I did not buy anything on the Internet	6%	N=24
Electronics	37%	N=154
Medication	10%	N=40
Apparel/Clothes	66%	N=276
Recreation equipment	31%	N=127
Groceries	11%	N=44
Automotive supplies	20%	N=81
Health/beauty supplies	28%	N=114
Art	6%	N=26
Furniture	17%	N=72
Entertainment (e.g., digital media, Netflix, electronic books)	57%	N=238
Other	27%	N=112

Total may exceed 100% as respondents could select more than one answer.

Table 45: Question 9

In the last 12 months, how often, if ever, have you done each of the following?	Never		Once or twice a year		Several times a year		Monthly		Weekly		Don't know		Total	
Flown from Flagstaff Pulliam Airport	68%	N=286	24%	N=103	7%	N=31	1%	N=3	0%	N=1	0%	N=0	100%	N=422
Driven to the Phoenix Metropolitan area to fly	33%	N=138	39%	N=162	27%	N=111	2%	N=6	0%	N=0	0%	N=0	100%	N=418

Table 46: Question 10

If you fly from Phoenix instead of Flagstaff, where are you typically flying to?	Percent	Number
Los Angeles	2%	7
Texas	4%	11
Denver	6%	20
California	14%	43
San Diego	4%	12
East/East Coast	13%	40
Hawaii	3%	9
New York	2%	6
Las Vegas	2%	6
Chicago	2%	8
Midwest	2%	8
Portland	2%	7
Seattle	4%	13
International	7%	22
Florida	1%	3
Michigan	2%	5
Missouri	2%	6
West Coast	1%	4
Wisconsin	1%	3
Other	26%	80
Total	100%	311

Table 47: Question 11

What one city or region would you most like to see air service to/from Flagstaff?	Percent	Number
Los Angeles	14%	46
Texas	2%	5
Denver	13%	42
California	10%	34
San Diego	6%	21
Hawaii	2%	8
Las Vegas	9%	28
Chicago	2%	8
Midwest	2%	7
Portland	3%	9
Seattle	3%	10
International	3%	9
San Francisco	4%	11
Don't know	6%	18
Other	20%	65
Total	100%	321

Table 48: Question 12

In the last 12 months, how frequently, if ever, have you or another household member used the bus service, Mountain Line?	Percent	Number
Never	55%	N=235
Once or twice	15%	N=64
3-12 times	11%	N=46
13-26 times	6%	N=25
More than 26 times	13%	N=57
Don't know	1%	N=3
Total	100%	N=430

Table 49: Question 13

The transportation system in our region consists of roads, buses, sidewalks, Flagstaff Urban Trails System (FUTS) trails and bike facilities. Overall, how well, if at all, does the current transportation system meet your travel needs?	Percent	Number
Very well	32%	N=136
Somewhat well	50%	N=213
Not too well	8%	N=33
Not at all	4%	N=17
Don't know	7%	N=30
Total	100%	N=429

Table 50: Question 14

Please rate the quality of each of the following services provided in Flagstaff.	Excellent		Good		Fair		Poor		Don't know		Total	
Fire department	50%	N=217	22%	N=93	3%	N=12	0%	N=0	25%	N=109	100%	N=431
Garbage collection services	47%	N=205	38%	N=164	7%	N=31	3%	N=11	5%	N=22	100%	N=434
Libraries	41%	N=177	37%	N=160	9%	N=39	1%	N=3	13%	N=54	100%	N=433
Parks	35%	N=151	47%	N=201	13%	N=56	3%	N=12	2%	N=8	100%	N=428
Police department	31%	N=132	35%	N=152	14%	N=62	8%	N=36	12%	N=51	100%	N=433
Planning and building services	10%	N=43	21%	N=91	19%	N=80	12%	N=51	38%	N=161	100%	N=427
Recreation programs	16%	N=66	39%	N=167	21%	N=87	3%	N=13	21%	N=91	100%	N=424
Recycling services	26%	N=110	37%	N=160	21%	N=91	8%	N=34	8%	N=32	100%	N=427
Sustainability and environmental programs	17%	N=73	32%	N=137	16%	N=69	5%	N=21	30%	N=126	100%	N=427
Sewer services	27%	N=117	41%	N=176	12%	N=53	3%	N=14	17%	N=72	100%	N=431
Water services	30%	N=131	44%	N=190	14%	N=59	3%	N=15	9%	N=38	100%	N=433
Utility billing services	24%	N=103	45%	N=191	17%	N=75	8%	N=32	6%	N=27	100%	N=429
Snow removal operations	14%	N=61	33%	N=144	30%	N=129	14%	N=62	8%	N=36	100%	N=432
Street maintenance	8%	N=35	24%	N=103	31%	N=136	33%	N=142	4%	N=16	100%	N=433
Traffic signals	12%	N=50	43%	N=188	28%	N=123	15%	N=63	2%	N=9	100%	N=432
Streetscapes (making street medians and sides of streets attractive)	16%	N=70	44%	N=187	25%	N=108	11%	N=46	4%	N=18	100%	N=429
Public art	14%	N=59	36%	N=152	25%	N=107	11%	N=47	14%	N=62	100%	N=428
Heritage preservation	15%	N=64	37%	N=157	17%	N=71	6%	N=24	26%	N=111	100%	N=426

Please rate the quality of each of the following services provided in Flagstaff.	Excellent		Good		Fair		Poor		Don't know		Total	
Mountain Line (bus service throughout Flagstaff)	24%	N=103	29%	N=122	13%	N=56	2%	N=10	31%	N=133	100%	N=424
Overall quality of City services	12%	N=51	57%	N=241	27%	N=115	4%	N=16	1%	N=3	100%	N=426

Table 51: Question 15a

Please indicate how frequently, if at all, you have done each of the following in the last 12 months. Then, please rate the quality of customer service during your interaction.	Frequently		Sometimes		Never		Total	
Called City Hall	2%	N=10	23%	N=98	75%	N=320	100%	N=428
Visited City Hall	5%	N=20	35%	N=150	60%	N=256	100%	N=427
Used the City's website or online services	16%	N=68	43%	N=183	41%	N=173	100%	N=424

Table 52: Question 15b

Please indicate how frequently, if at all, you have done each of the following in the last 12 months. Then, please rate the quality of customer service during your interaction.	Excellent		Good		Fair		Poor		Don't know		Total	
Called City Hall	27%	N=27	41%	N=40	24%	N=24	8%	N=8	0%	N=0	100%	N=99
Visited City Hall	27%	N=42	48%	N=75	18%	N=29	6%	N=9	1%	N=2	100%	N=157
Used the City's website or online services	17%	N=38	41%	N=92	31%	N=70	9%	N=21	2%	N=5	100%	N=227

Table 53: Question 16

Please rate the following categories of City of Flagstaff government performance.	Excellent		Good		Fair		Poor		Don't know		Total	
The value of services for the taxes paid to City of Flagstaff government	6%	N=26	32%	N=139	30%	N=127	11%	N=45	21%	N=91	100%	N=428
The overall direction that City of Flagstaff government is taking	5%	N=20	29%	N=123	27%	N=114	13%	N=55	27%	N=114	100%	N=427
The job City of Flagstaff government does at welcoming citizen involvement	6%	N=25	26%	N=110	29%	N=124	10%	N=44	29%	N=123	100%	N=426
Overall confidence in City of Flagstaff government	7%	N=28	29%	N=123	33%	N=139	14%	N=60	18%	N=77	100%	N=427
Generally acting in the best interest of the community	7%	N=32	26%	N=111	32%	N=137	17%	N=73	18%	N=75	100%	N=427
Being honest	7%	N=32	25%	N=105	25%	N=106	11%	N=45	32%	N=138	100%	N=427
Treating all residents fairly	6%	N=27	25%	N=105	25%	N=105	16%	N=70	28%	N=119	100%	N=426

Table 54: Question 17

To what extent do you support or oppose the City doing each of the following?	Strongly support		Somewhat support		Somewhat oppose		Strongly oppose		Don't know		Total	
Not plowing neighborhood streets when there is 4 inches of snow or less	15%	N=65	32%	N=137	26%	N=110	23%	N=98	4%	N=16	100%	N=426
Using prescribed or controlled burns to maintain a healthy forest	61%	N=264	28%	N=120	5%	N=22	3%	N=11	3%	N=13	100%	N=432
Requiring that property owners meet a minimum standard of removing excess vegetation around their property to help protect the City from wildfires	50%	N=214	34%	N=145	11%	N=45	3%	N=15	3%	N=12	100%	N=431
Banning plastic bags at stores in Flagstaff	33%	N=141	25%	N=107	17%	N=75	22%	N=93	4%	N=16	100%	N=431
Charging a per bag fee for plastic bags at stores in Flagstaff	27%	N=117	16%	N=71	15%	N=64	40%	N=174	1%	N=6	100%	N=431
Closing Downtown streets for parades and festivals	41%	N=177	40%	N=171	7%	N=32	4%	N=19	7%	N=30	100%	N=429
Changing City Hall hours to four, 10-hour days (open Monday-Thursday, closed on Friday)	9%	N=37	20%	N=87	20%	N=84	22%	N=96	29%	N=124	100%	N=428
Eliminating the City news magazine, Cityscape	11%	N=46	16%	N=70	28%	N=122	19%	N=82	25%	N=108	100%	N=429

Table 55: Question 18

The condition of City streets can be rated on a scale of 0 to 100, where at least 70 is an "acceptable" condition. Because of declining revenues, the City has not been able to devote the resources necessary to maintain all City streets at an acceptable condition. A majority of Flagstaff streets are in the range of 60 and below. In order to bring all streets up to an acceptable condition, more than \$50 million would be required. While the City Council has increased funding to address the condition of City streets, it is not enough to bring our roads to an acceptable condition. The current local sales tax rate is 1.72%. To what extent do you support or oppose each of the following sales tax increases, which would be dedicated to street improvements in Flagstaff?	Strongly support		Somewhat support		Somewhat oppose		Strongly oppose		Don't know		Total	
A small increase in the sales tax for a longer period of time (20-25 years)	18%	N=75	38%	N=158	10%	N=42	25%	N=105	9%	N=39	100%	N=419
A larger increase in the sales tax for a shorter period of time (3-5 years)	8%	N=34	17%	N=71	24%	N=100	41%	N=167	10%	N=39	100%	N=411

Table 56: Question 19

How familiar are you, if at all, with the Flagstaff Regional Plan?	Percent	Number
Very familiar	4%	N=17
Somewhat familiar	19%	N=84
A little bit familiar (heard of it)	30%	N=130
Not at all familiar	47%	N=204
Total	100%	N=435

Table 57: Question 20

The Flagstaff Regional Plan is a development and preservation guide for the City and its surrounding region. How likely or unlikely are you to approve the plan at the upcoming election in May 2014?	Percent	Number
Very likely	6%	N=27
Somewhat likely	24%	N=104
Somewhat unlikely	7%	N=32
Very unlikely	8%	N=34
Don't know	54%	N=235
Total	100%	N=432

Table 58: Question 21

If you currently rent and want to own your own home, what is preventing you from reaching that goal? (Please check all that apply.)	Percent	Number
I already own	45%	N=189
I rent and don't want to own	10%	N=43
Availability of homes for sale in my price range	32%	N=136
Ability to qualify for a loan	17%	N=71
Don't know how to get started	7%	N=29
Lack the down payment necessary	23%	N=96
Other	11%	N=49

Total may exceed 100% as respondents could select more than one answer.

Table 59: Question 22

How likely or unlikely are you to leave the community because housing costs too much?	Percent	Number
Very likely	21%	N=92
Somewhat likely	26%	N=112
Somewhat unlikely	16%	N=71
Very unlikely	30%	N=129
Don't know	7%	N=29
Total	100%	N=433

Table 60: Question 23

Thinking about the amount of information you have about City of Flagstaff issues, services and programs, would you say that you have too little, the right amount or too much information?	Percent	Number
Too little	50%	N=217
Right amount	39%	N=169
Too much	1%	N=5
Don't know	10%	N=44
Total	100%	N=435

Table 61: Question 24

Which of the following sources is your most preferred source of information about City of Flagstaff issues, services and programs? (Please select only ONE source.)	Percent	Number
Newspaper (Arizona Daily Sun)	40%	N=174
Cityscape magazine	16%	N=72
Social media (Facebook, Twitter, etc.)	9%	N=39
City website (www.flagstaff.az.gov)	9%	N=40
Flagstaff 365	0%	N=0
Radio	8%	N=37
Streamed City Council work sessions	0%	N=1
Inserts in utility bills	5%	N=22
Other	6%	N=27
None of these	5%	N=22
Total	100%	N=434

Appendix C: Verbatim Responses to Open-ended Survey Questions

Following are verbatim responses to the open-ended question on the 2013 survey. Because these responses were written by survey participants, they are presented here in verbatim form, including any typographical, grammar or other mistakes. Within each question the responses are in alphabetical order and where the responses were categorized they are presented by category.

Question 6: What is the ONE thing the City can do to most improve your quality of life in Flagstaff?

Better traffic flow, roads, and mass transit

- A new road besides Milton to get to places
- Add more street lights.
- Address traffic issues. Milton, hwy 180 (Winter)
- Alleviate traffic issues on Milton rd.
- Although I love living in a dark sky city, it is very difficult to walk at night as there are few street lights and the sidewalks are not in the best shape, making it very difficult to walk downtown and having to drive instead - which I do not like having to do.
- Better road maintenance
- Better street maintenance-too many potholes & cracks
- Better traffic control make people clean up their property
- Better transportation systems, bike lanes & paths, less cars, better traffic flow
- Bigger roads - better travel
- Build a bypass so traffic flows smoothly
- Build more sidewalks and enforce sidewalk snow removal
- Butler has had road work every year since I moved here. (10 years) City, county, state, cable, telephone need to work together.
- Construct alternate routes for traffic (more major arteries)
- Continue improving roads and sidewalks, also improve the common areas.
- Continue to improve public transportation
- Create separate lanes for bicycles.
- Decrease traffic congestion on Milton!
- Downtown traffic between over pass & elder.
- Expand bus routes and extend bus hours of operation (nights and weekends)
- Expand Milton to accommodate the growing traffic
- Expand. It is too congested now.
- Finish projects, ie-train horns, bottleneck roads, stop killing trees, plow snow
- Fix the (pothole) holes in the streets. Eliminate street gangs.
- Fix the potholes in roads & fix sidewalks (use a power chair & scooter)
- Fix the roads
- Fix the roads & traffic issues
- Fix the streets and roads.
- Fix the streets!
- Fix the traffic nightmare and crappy roads.
- Fix the traffic problem around Butler/Milton and 66 (near Barnes and Noble/Milton)

- Fix traffic-especially on Milton/r1.66 downtown
- Flagstaff used to be driven friendly, it is horrible to on the roads and traffic is always backed up. City streets never get fixed and bikes & traffic don't mix well.
- Funding of city bus system
- Get rid of the ridiculous street configuration downtown in east flag just make the streets in east flag the same width no indents!
- Handle traffic congestion
- Have bike lanes in all main streets.
- Hire a traffic department that isn't just intent on "Bleeping" over the community
- Host large concerts
- I'd like sidewalks in my neighborhood.
- Improve (reduce) traffic gridlock down Humphreys & Milton
- Improve and promote bike transportation by adding a bike lane to busy streets like beaver and south San Francisco Streets
- Improve city streets (paving) & add more bike & pedestrian infrastructure- make downtown less car accessible and more of a "walking" cityscape!
- Improve flow of traffic on Milton Corridor
- Improve the roads!!!
- Improve the traffic congestion on Milton at the butler intersection
- Improve the traffic in downtown & around Milton road./Route 66
- Improve traffic flow through town (Milton, downtown areas & 180 traffic in winter).
- Improve traffic flow. Horrible traffic on Milton.
- Improve traffic-use cops on Humphreys to direct traffic when the snow bowl is open!. Duh!
- Increase bicycle lanes. Example of oddity: riding NE on Beulah from Lake Mary - the bike lane abruptly ends at the light at the big 5 intersection when proceeding in front of Marriett / olive garden I must ride in the street. Very dangerous.
- Less traffic
- Lessen traffic congestion
- Long-range traffic issues
- Maintain roads water - I bike a lot but many roads are in poor condition
- Maintain street better
- Maintain the roads better, especially Ft. Valley road.
- Make sure every street has sidewalks
- Milton road traffic
- More improvement upper Green law lived on street for 40 years "never been repaved" no one will tell me why
- More light, streetlights for safety, & report gang violence through media outlets.
- More repaired sidewalks and city streets
- More roads or lanes. The traffic is brutal sometimes.
- More sidewalks
- More transportation opportunities (Flagstaff airport) more airlines
- On traffic signals, time them better eg-lone tree entrances to NAG (equally)
- Parking garage in downtown flagstaff
- Patching holes in streets-this could be due to our weather conditions its worse in winter
- Recently the main thorough fares!!!
- Reduce traffic congestion @ peak times
- Repair & improve the streets
- Repair/repave/widen city streets!

- Rig traffic lights to change in unison (esp. On Milton/downtown)
- Road work and construction to be faster & better quality
- Roads/traffic
- Roadways
- Speeding in flagstaff has reached epidemic proportions. The police do little to help this situation since they speed, fail to use directional signals, and constantly talk on cell 'phones.
- Street repair
- Streets
- Take care of the traffic on Milton (Santa Fe) and fort valley
- The city of flagstaff can keep taxes low and improve street maintenance
- The corridor from Cheshire to Milton - traffic situation is bad!
- Traffic
- Traffic control
- Traffic control!!!
- Traffic flow
- Traffic improvements
- Traffic situation
- Traffic Traffic Traffic
- Traffic!
- Upgrade the roads as well as the flow of traffic.
- Work on an alternative route the traffic on Milton too congested.
- Work on solutions regarding traffic congestion, e.g. Varied business start/end hours

More parks, recreation, activities and youth programs

- Activities for youth
- Continue adding interesting cultural events.
- Get to fixing bushmaster.
- Have more activities for younger children like ages 0-4
- Have more things for the kids to do, fun stuff
- Help establish more neighborhood parks & activities
- Invest/support common spaces such as parks, trails & city-wide events
- More social activity (mini, golf, go carts)
- More things for kids to do.
- More things/activities for kids especially in winter/indoors) & Trader Joes!
- Offer more kid programs in cold months.
- Open library on Sun, maintain McPherson Thorpe park tennis courts, clean "workout room" at Thorpe park, need a senior city center area in Aqua-plex
- Splash park

Manage growth/zoning and protect open spaces

- City council could listen to the will of the people before selling off parcels of land that are better used as open space, specifically the buffalo park annex (east of Elks Club).
- Enforcement of residential zoning code.
- Get rid of restrictive city policies such as some planning zoning rules
- Keep city owned land as open space-heritage land
- Keep corporate businesses out of flagstaff
- Keep open space!
- Limit growth

- Limit growth to existing water supply without resorting to "HEROIC" measures such as a) pumping, treating, & piping from red gap ranch; b) Drinking tertiary treated wastewater c) Requiring property owners to install large roof catchment tanks.
- Move ski & snow boarding out of downtown
- Move the airport out of town -- like to the Twin Arrows area (South of I-40) or...complete the A-1 Mtn By-Pass Rd to Hwy 180.
- Preserve existing open space that surrounds the city
- Preserve open space
- Preserve our national environment /minimal smart growth.
- Preserving protecting natural areas
- Protect open space
- Protect open space!
- Protect the open spaces!
- Stop allowing building of apartments in old established neighborhoods
- Stop building yet another strip mall (Solierre) or fast food restaurant (chick filet, Dunkin Donuts)
- Stop building!!
- Stop growth-oriented planning
- Stop student housing that are 5 stories.
- The population-traffic on Milton apartments to many

More affordable housing

- 1. Provide housing authority / prevent slum lords 2. employment w/ jobs provide a living wage
- Affordable living. More places to rent/buy.
- Affordable home ownership
- Affordable housing
- Affordable housing
- Affordable housing!!!
- Affordable housing & utilities
- Being able to purchase an affordable home (\$ 200k or less) living in a mobile home now.
- Cheaper rent or cheaper utility
- Consider implementing some measure for rent control.
- Develop affordable housing, build an arena
- Encourage dev. Of Affordable Housing
- For local to afford a home
- Implement some kind of rent control. I pay \$1000/month for a piece of crap 1 bedroom apartment. It's disgusting. Or a higher min wage.
- I-Work to insure more affordable homes I-A work for better "jet service" out of Flagstaff
- Lower housing costs/Up salary/Income
- Lower housing rents, increase wages
- Lower the prices of houses
- More affordable housing so I can stay
- More affordable housing, more airlines, department stores
- More affordable housing-rents are "too high"
- Pay more attraction to low income neighborhoods, i.e. mobile home parking around flagstaff, especially vulnerable due to weather (no pavement, etc.)
- Provide better housing options for mentally handicap and homeless

- Reduce the cost of housing & rent

Attract more business and industry

- Allow "big box" stores the size they need to provide all products instead of limited stock so i don't have to go out of town or online to buy!
- Allow big box businesses to move into flagstaff
- Allow more business development
- Allow more businesses to come here
- Allow more businesses to come in
- Attract & develop a growing economic base
- Attract more businesses!
- Attract, more businesses to flagstaff, this community is based only on NAG Gore Fed Gov. Jobs-no jobs for white collar folks
- Be more open to incoming businesses
- Become business friendly
- Become more proactive towards business & growth/ Pay less attention to F3 as they are not truly "friends"
- Bring in another hospital to FMC has to compete with someone and its employees aren't treated as disposable.
- Don't close the Harkness theatre
- Don't impose stringent restrictions on prospective businesses
- Drop the anti-business mentality and start seeking out real businesses that can come in and offer real economic growth & sustainability.
- Economic health of Flagstaff must be improved
- Engaging with synergy with small biz and larger employees in flagstaff, to promote commerce and encourage good will between both parties
- Get a better mall. Hate having to go to phoenix for stuff
- Have local business's hire full time year round residents to fill employment opportunities (Not) College students who will only leave for a short time. Help locals who need The jobs. To sustain a good quality of life by giving them The jobs and not the students.
- Improve economic opportunities
- Make more stores and less houses
- More businesses, more jobs
- More restaurants east side
- New businesses
- Stop demanding building codes above and beyond the norm so rents for small businesses, especially light industrial, will be in line with the rates said change. It's not working.
- Support the city economic vitality division work!
- Use local business (instead of new jersey)
- Variety of stores and entertainment - 3 Health food stores but no Hastings doesn't make sense

Improve snow removal

- Clean more streets when can in winter.
- Don't plow us in during the winter!
- Improve snow removal.
- Plow better
- Plow in the winter

- Plow the streets-the minor ones!
- Remove snow from our street in the winter 12 to 24 inches of snow for 6 or more days is unacceptable
- Snow removal in neighborhoods so we can drive to work or pick up kids from school.
- Snow removal on streets & walkways
- Snowplow all residential streets
- Stop snow plows from blocking drive ways & mail boxes during snow removal.

Improve police department and reduce crime

- Better control of homeless & crime.
- Do something about public intoxication, traffic flow every where
- Do something about violence at Bushmasters park. It reflects on the neighborhood. Don't make NAG the main draw of town.
- Eliminate the gangs and drugs
- End gang violence
- Get drunks off the street stop panhandling
- Get rid of street drunks
- Hire transients so that they are not on streets & in parking lots
- I wish there was something we could do about the amount of drunks that hang out in the downtown neighborhoods. I get verbally harassed all the time.
- Increase police patrols
- Let us know who to call when neighbors get too loud, I live in apartment complex who says to call the cops but I think that's a little extreme.
- Marijuana de-criminalization
- More patrols of wheeler park
- More police presence
- Police officers need better quality of training.
- Police officers need some training in custody and domestic violence matters they are completely ignorant while reviewing these documents
- Post signs in neighborhoods people travel 40 miles per hour where there are children dogs, cats etc. in my street
- Program to eliminate feral cats
- Reduce crime and drug rate.
- Remove drunk bums
- Remove inept Flagstaff Police Dept. A Joke!
- Remove unauthorized campers
- Require downtown homes to maintain house/yard-no RV's on streets enforced!
- Stop the people who are attacking others.
- The pan handlers and street alcoholics can be hostile at times and discourage use of some trails and less populated areas

Lower the cost of living

- Affordability
- Improve cost of living
- Indirectly-cost of living
- It is very expensive to live here.
- Lower cost of living or higher paying jobs
- Lower cost of living/hirer wages

- Lower cost to live housing
- Lower the cost of living.
- Not be so expensive
- Prices of everything
- Reduce cost of living
- There is no one thing. This is an expensive & difficult place to live. Preference is given to students & tourists. Parking for employees of downtown businesses is awful, \$8/hr is not a living wage, people over 30 with experience are given far less consideration for jobs.
- Water rates are unfair to families

More employment and higher wages

- Advocate for better wages and jobs for the poor and displaced
- Better job opportunities
- better jobs, lower housing costs
- Better pay
- Better paying jobs
- Bring in better jobs
- Bring in more jobs, especially w/ professional level opportunities
- Bring more employers to the Flagstaff area
- Bring more jobs to the city so people can support themselves!!!
- Bring more jobs/industry. Be Accepting of industry & mining
- Competitive wages with similar size cities!
- Create jobs!
- Create more well-paying jobs
- Either Bring better paying employees and more career opportunities or lower the cost of living by increasing price competition flagstaff is too expensive! If I had not been hired by a local fire dept. (no ffd) we would have moved years ago
- Have higher paying wages!
- Higher paying jobs/lower housing costs.
- Improve wage levels
- Jobs
- Keep jobs available to all levels of education
- More clean industry for real jobs
- More industry jobs in flag pay low and standard of care and opportunity for growth very low
- More job opportunities
- More job opportunities
- More job opportunities
- More job opportunities
- More jobs
- More jobs
- More opportunities for employment
- Raise minimum wage

Improve recycling

- Better recycling services
- More & better recycling
- Provide free recycling

- Recycle glass for free
- Required recycling
- Respect the environment

Deal with budget, the economy and taxes

- Become debt-free. Dollar for dollar we will get more from our taxes if we aren't paying interest.
- Better managed taxes and cost of living for locals
- Don't misuse funds, you won't get more.
- Emphasize quality of life rather than greed sacrificing our youth for money. Zero tolerance isn't about living. Actions hypocritical.
- Get your priorities straight-we live in a police state that focus is on greed and sacrifices our youth. Zero tolerance impossible to live.
- Lower property taxes
- Lower tax rates
- Lower taxes
- Lower taxes! [sales, property, etc.]
- Reduce taxes!!
- Stop using tickets to pay city's revenue bills with false tickets & fines
- To have a mayor & city council who act in the interest of flag's quality of life vs. their own personal agendas & political ideology.

Assist the elderly, children, needy and homeless

- Fix homeless situation and get more stores
- Get rid of all of the homeless people.
- Get rid of pan handlers homeless drunks
- Homeless
- I have a heart disease; I have issue with the city pushing snow on my side walk.
- More behavioral health/drug addiction programs with good outreach.
- More funds devoted to the Montoya senior center.
- More help for us disabled
- Offer seniors on the east side of town, a senior center, and exercise programs (low fee)
- There are lots of homeless, drunk bums that hang around and I have to avoid certain areas (the fastest route home) due to these people. There has been an increase in garbage/trash in these areas as well; contributing to my ranting's above. - So minimizing both of these would help.

Improve education

- Bring back community schools program
- Education!
- Increase its commitment to k-12 education
- Provide tax refund vouchers for homeschooling families (registered with the superintendent).
- Stop allowing charter school to open
- Support NAU

Other

- 1) Communication of community events sooner 2) Better parking in downtown

- A central place for information on services available if you are unable to use a computer, disable or elderly or poor
- add air service to Denver
- Advertise bulk garbage days
- Airlines
- All is well!
- Allow fewer bars & close earlier, reduce taxes
- Allow snow bowl to continue
- Begin the cleaning of the air, a 1st step is to require street sweepers to use water @ all times not just when I go out to stare him down.
- Cheaper flights/transportation out of town.
- Clean up downtown area
- Control smell of Purina
- Council recognize local benefit / support
- Focus on providing basic city services (streets, trash, plowing, maintenance, traffic, parks, etc...) and limit (or stop) so much 'fluff': affordable housing, green programs, sustainability. We are spread so thin by providing all the 'nice to haves' that the basic services and value the city adds to the quality of life of the 'average' citizen is suffering.
- Get rid of city council & make at least 75% of people leave
- Get rid of the smell from Purina. It creates a bad dirty reputation for our town.
- Get rid of weeds in yards, easements, empty lots and other hidden places
- Have a news broadcast station
- Have better city laws on weed control, abandoned vehicles, etc.
- Have less government
- Have pollution control on vehicles
- Improve all categories in question 1 & 2
- Keep city spaces clean!
- Keep up the good work!
- Make & enforce regulation to control invasive needs on private & public property needs seriously return the quality of line in flagstaff Macmillan mess properties are unacceptable.
- Mantenimiento ala ciudad.
- More eBooks in library - especially non fiction
- More flight choices from Pullian & a Costco.
- Not possible (the winters are terrible)
- Open up opportunities @ airport more service more access
- Over the years I've noticed some people all treated different depending on what area they live in -this needs to change.
- Require landlords fix their properties in a timely manner.
- Responsible government- listen to the people
- Satisfied
- Stay out of my life
- Stop selling wastewater to schools & snow bowl - protect public health
- Support the arts
- There is nothing flagstaff can do about the weather!
- Utility infrastructure repair

Question 10: If you fly from Phoenix instead of Flagstaff, where are you typically flying to?

Other

- Alabama
- Alabama
- Alaska
- Alaska, Texas
- Albuquerque/Santa Fe
- Another state or country
- Any where; Florida ,Chicago, San Francisco, Calif.
- Anywhere, guaranteed to fly out of Phx but not Flg
- Atlanta
- Atlanta
- Atlanta, GA
- Big Sky Conference destinations
- Bind Oregon
- Cleveland, oh
- Coasts / New England LA, Seattle, Mavi
- Connecticut
- Cross country.
- Delaware, New York, LA, Colorado
- Depends on flight times/not destination
- Des Moines, Iowa
- Didn't fly
- Don't fly
- DTW, MSP, CLT, Washington DC
- Every where
- Every where
- Everywhere
- Far away (Seattle, east coast)
- Idaho, Montana
- Iowa, Florida
- It varies.
- Key west Oregon
- Large cities
- Lots of places
- Louisiana
- Maryland, Cali
- MKE/ORD
- MN too expensive to fly from flag
- MN, Europe
- MN, IA, Madagascar
- Montana
- Montana
- MT, MD, TX, MA
- Nationally
- Never
- No one place
- No typical destin.
- None of your biz
- North Carolina
- North west region/salt lake city
- Northwest (Portland, Seattle)
- Southwest (Florida)
- Not typical
- Nowhere
- Oklahoma; Europe
- Other state
- Other US major cities, generally Missoula MT.
- Out of state
- Out of state
- Out of state/country
- SC
- Salt lake city
- Sky Harbor airport
- South Carolina
- Tulsa ok
- Typically do not fly, it's too expensive
- U.S.A City
- Utah
- Vacation
- Vacation destination work
- Vacation Destinations
- Vacation in various locations
- Vacation spots
- Vacation-always different
- Varies
- Varies
- Varies
- Variety
- Various
- Various
- Various
- Wyoming & Montana & California

Question 11: What one city or region would you most like to see air service to/from Flagstaff?

Other

- ABQ
- Albuquerque/Santa Fe
- ATL (East coast)
- Bakersfield / Fresno
- Boise Idaho
- Boston NYC/Las Vegas
- Cheap flight
- Cheaper to & from Phoenix
- Cheaper to Phx
- Cheaper to Sky Harbor Phx.
- Colo
- Colo Springs or Loveland, CO
- Colorado
- Des Moines Iowa
- DFW
- East coast
- East Coast City NYC Boston
- Eastern US
- Farmington, nm-used to fly there from flag.
- Florida
- Florida & Vegas
- Ft. Collins, CO
- Grand Canyon
- Grand Canyon
- I am actually concerned about noise pollution more than the convenience of flying out of Flagstaff!
- International Clive port w/ connections
- John Wayne Airport, N.B
- KC, mo.
- Less expensive to already existing service area.
- Madison, WI
- Miami FL
- MN how likely is that?
- NC
- NC
- Nebraska
- Nebraska
- New Orleans
- New York
- none
- North east
- Northwest
- Not important! Don't waste city funds on this!
- NY-JFK Airport
- Orange city
- Orange county Cali or salt lake city
- Orange county.
- Other state
- Pacific northwest
- Phx
- Phoenix
- Phoenix at a lower rate
- Phx
- Phx
- Regional fares not as competitive as major metro
- Salmon, id.
- Salt lake
- Salt Lake City
- Show low, Arizona
- South Carolina (Columbia)
- Spokane
- Springfield, Missouri
- The south
- Utah
- Utah
- West
- West coast
- West coast
- Wrong person to ask 1. Cost 2. Will they really take off

Appendix D: Benchmark Comparisons

Understanding the Benchmark Comparisons

Communities use the comparative information provided by benchmarks to help interpret their own resident survey results, to create or revise community plans, to evaluate the success of policy or budget decisions and to measure local government or organizational performance. Taking the pulse of the community has little meaning without knowing what pulse rate is too high and what is too low. When surveys of service satisfaction turn up “good” resident evaluations, it is necessary to know how others rate their services to understand if “good” is good enough or if most other communities are “excellent.” Furthermore, in the absence of national or peer community comparisons, a community is left with comparing its police protection rating to its street maintenance rating. That comparison is unfair as street maintenance always gets lower ratings than libraries. More illuminating is how residents’ ratings of police services compare to opinions about police services in other communities and to resident ratings over time.

A police department that provides the fastest and most efficient service – one that closes most of its cases, solves most of its crimes, and keeps the crime rate low – still has a problem to fix if the residents in the city rate police services lower than ratings given by residents in other cities with objectively “worse” departments. Benchmark data can help that police department – or any City department – to understand how well citizens think it is doing.

While benchmarks help set the basis for evaluation, resident opinion should be used in conjunction with other sources of data about budget, population demographics, personnel and politics to help administrators know how to respond to comparative results.

Comparison Data

NRC has designed a method for quantitatively integrating the results of surveys that we have conducted with those that others have conducted. These integration methods have been described thoroughly in *Public Administration Review*, *Journal of Policy Analysis and Management*, and in NRC’s first book on conducting and using citizen surveys, *Citizen Surveys: how to do them, how to use them, what they mean*, published by the International City/County Management Association (ICMA). Scholars who specialize in the analysis of citizen surveys regularly have relied on NRC’s work^{2, 3}. The method described in those publications is refined regularly and statistically tested on a growing number of citizen surveys in NRC’s proprietary databases.

Communities in NRC’s benchmark database are distributed geographically across the country and range from small to large in population size. Comparisons may be made to all jurisdictions in the database or to subsets of jurisdictions (within a given region or population category or that meet select criteria outlined by the community). Comparisons of Flagstaff’s results were made in this report to selected peer communities, handpicked by the City of Flagstaff in collaboration with NRC. The method used when selecting peer cities to compare to Flagstaff was based on comparable

² Kelly, J. & Swindell, D. (2002). Service quality variation across urban space: First steps towards a model of citizen satisfaction, *Journal of Urban Affairs*, 24, 271-288.

³ Van Ryzin, G., Muzzio, D., Immerwahr, S., Gulick, L. & Martinez, E. (2004). Drivers and consequences of citizen satisfaction: An application of the American Customer Satisfaction Index Model to New York City, *Public Administration Review*, 64, 331-341.

population sizes (less than 70,000) and other college towns, as well as those included in the City's list of "peer communities."

Despite the differences in jurisdiction characteristics, all are in the business of providing local government services to residents. Though individual jurisdiction circumstances, resources, and practices vary, the objective in every community is to provide services that are so timely, tailored, and effective that residents conclude the services are of the highest quality. High ratings in any jurisdiction, like SAT scores in any teen household, bring pride and a sense of accomplishment.

NRC's database of comparative resident opinion is comprised of resident perspectives gathered in citizen surveys from approximately 500 jurisdictions whose residents evaluated local government services and gave their opinion about the quality of community life. The comparison evaluations are from the most recent survey completed in each jurisdiction; most communities conduct surveys every year or in alternating years. NRC adds the latest results quickly upon survey completion, keeping the benchmark data fresh and relevant. The City of Flagstaff's survey results were compared to the list of peer communities selected by the City.

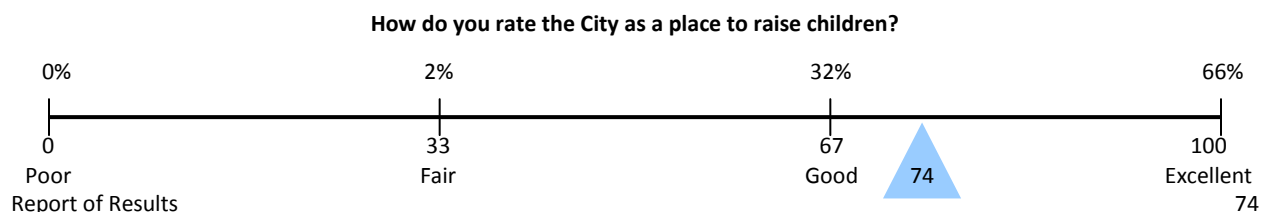
Putting Evaluations onto the 100-point Scale

Although responses to many of the evaluative questions in the survey were made on a four-point scale with 1 representing the best rating and 4 the worst, the benchmarks are reported on a common scale where 0 is the worst possible rating and 100 is the best possible rating. The 95 percent confidence interval around an average score on the 100-point scale is no greater than plus or minus 10 points based on all respondents.

The 100-point scale is not a percent. It is a conversion of responses to an average rating. Each response option is assigned a value that is used in calculating the average score. For example, "excellent"=100, "good"=67, "fair"=33 and "poor"=0. If everyone reported "excellent," then the average rating would be 100 on the 100-point scale. Likewise, if all respondents gave a "poor," the result would be 0 on the 100-point scale. If half the respondents gave a score of "excellent" and half gave a score of "poor," the average would be in the middle of the scale (like the center post of a teeter totter) between "fair" and "good." An example of how to convert survey frequencies into an average rating appears below.

Example of Converting Responses to the 100-point Scale

How do you rate the County as a place to raise children?						
Response option	Total with "don't know"	Step1: Remove the percent of "don't know" responses	Total without "don't know"	Step 2: Assign scale values	Step 3: Multiply the percent by the scale value	Step 4: Sum to calculate the average rating
Excellent	32%	$=32 \div (100-11)=$	36%	100	$=36\% \times 100 =$	36
Good	46%	$=46 \div (100-11)=$	52%	67	$=52\% \times 67 =$	35
Fair	9%	$=9 \div (100-11)=$	10%	33	$=10\% \times 33 =$	3
Poor	2%	$=2 \div (100-11)=$	2%	0	$=2\% \times 0 =$	0
Don't know	11%		--			
Total	100%		100%			74



Interpreting the Results

Average ratings were compared when questions similar to those asked in the Flagstaff survey were included in NRC's database, and there were at least five peer jurisdictions in which the question was asked. Where comparisons were available, three numbers are provided in the tables starting on the next page. The first column is Flagstaff's rating on the 100-point scale. The second column is the rank assigned to Flagstaff's rating among jurisdictions where a similar question was asked. The third column is the number of jurisdictions that asked a similar question. The fourth column shows the comparison of Flagstaff's average rating (column one) to the benchmark.

Where comparisons for quality ratings were available, the City of Flagstaff's results were noted as being "higher" than the benchmark, "lower" than the benchmark or "similar" to the benchmark. In instances where ratings are considerably higher or lower than the benchmark, these ratings have been further demarcated by the attribute of "much," (for example, "much lower" or "much higher"). These labels come from a statistical comparison of Flagstaff's rating to the benchmark where a rating is considered "similar" if it is within the margin of error; "higher" or "lower" if the difference between Flagstaff's rating and the benchmark is greater than margin of error but less than twice the margin of error; and "much higher" or "much lower" if the difference between Flagstaff's rating and the benchmark is more than twice the margin of error.

Comparisons for a number of items on the survey were not available in the benchmark database (e.g., some of the city services or aspects of government performance). These items are excluded from the benchmark tables.

Peer Communities Benchmarks

Table 62: Quality of Community Benchmarks

	Flagstaff average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Flagstaff as a place to live	76	5	20	Similar
Your neighborhood as a place to live	70	6	16	Similar
Flagstaff as a place to raise children	68	10	20	Similar
Flagstaff as a place to work	41	14	17	Lower
Flagstaff as a place to retire	58	12	18	Similar
The overall quality of life in Flagstaff	67	14	25	Similar

Table 63: Community Characteristics Benchmarks

	Flagstaff average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Overall feeling of safety in Flagstaff	68	5	5	Similar
Quality of overall natural environment in Flagstaff	80	2	15	Higher
Opportunities to attend cultural activities	69	5	20	Higher
Opportunities to participate in social events and activities	67	2	15	Higher
Sense of community	55	8	15	Similar
Overall image or reputation of Flagstaff	66	3	16	Similar

Table 64: Likelihood of Remaining in Flagstaff Benchmarks

	Flagstaff average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Please indicate how likely or unlikely you are to remain in Flagstaff for the next five years.	78	12	14	Similar

Table 65: Mountain Line Use Benchmarks

	Flagstaff average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
In the last 12 months, how frequently, if ever, have you or another household member used the bus service, Mountain Line	45	3	13	Higher

Table 66: Overall City Services Benchmark

	Flagstaff average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Overall quality of City services	59	13	23	Similar

Table 67: City Services Benchmarks

	Flagstaff average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Fire department	88	1	22	Higher
Garbage collection services	79	3	22	Similar
Libraries	78	2	20	Similar
Parks	72	8	19	Similar
Police department	67	9	23	Similar
Recycling services	63	17	21	Similar
Sewer services	70	4	19	Similar
Water services	70	4	21	Higher
Snow removal operations	51	9	17	Similar
Street maintenance	36	13	21	Similar
Traffic signals	51	2	17	Similar
Mountain Line (bus service throughout Flagstaff)	70	1	14	Higher

Table 68: Aspects of Government Performance Benchmarks

	Flagstaff average rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
The value of services for the taxes paid to City of Flagstaff government	48	12	19	Similar
The overall direction that City of Flagstaff government is taking	45	14	18	Similar
The job City of Flagstaff government does at welcoming citizen involvement	46	11	18	Similar

Jurisdictions Included in Benchmark Comparisons

Listed below are the jurisdictions included in the peer communities benchmark comparisons provided for the City of Flagstaff followed by the 2010 population according to the U.S. Census. These communities were selected by City staff based on several criteria which included a population size under 70,000, whether the community contained a four-year accredited college or university and whether the community was considered to be a peer of the City of Flagstaff.

Billings city, MT	104,170
Boise City city, ID	205,671
Boulder city, CO	97,385
Bowling Green city, KY	58,067
Cedar Falls city, IA	39,260
Duluth city, MN	86,265
Eau Claire city, WI	65,883
Edmond city, OK	81,405
Greeley city, CO	92,889
Iowa City city, IA	67,862
Las Cruces city, NM	97,618
Lawrence city, KS	87,643
Livermore city, CA	80,968
Lynnwood city, WA	35,836
Mankato city, MN	39,309
Missoula city, MT	66,788
Monterey city, CA	27,810
Moscow city, ID	23,800
Norman city, OK	110,925
Pocatello city, ID	54,255
Reno city, NV	225,221
San Marcos city, TX	44,894
San Rafael city, CA	57,713
Santa Monica city, CA	89,736
South Lake Tahoe city, CA	21,403
Twin Falls city, ID	44,125
Yuma city, AZ	93,064

Appendix E: Responses to Selected Survey Questions by Respondent Geographic Location and Demographics

The following appendix compares several key survey responses by the geographic location of households (Area 1, 2, 3 or 4) as well as respondent demographic characteristics. ANOVA and chi-square tests of significance were applied to these comparisons of survey questions. A “p-value” of 0.05 or less indicates that there is less than a 5% probability that differences observed between subgroups are due to chance; or in other words, a greater than 95% probability that the differences observed are “real.” Cells shaded grey indicate statistically significant differences ($p \leq .05$) between at least two of the subgroups.

Geographic Crosstabulations

Table 69: Area of Respondent

	Percent of respondents	Count
1	25%	107
2	26%	115
3	25%	108
4	25%	107
Total	100%	437

Table 70: Question 1: Quality of Life Compared by Geographic Area

Please rate each of the following aspects of quality of life in Flagstaff. Percent rating as "excellent" or "good".	1	2	3	4	Overall
Flagstaff as a place to live	94%	85%	89%	89%	89%
Your neighborhood as a place to live	90%	62%	83%	86%	80%
Flagstaff as a place to raise children	89%	73%	86%	75%	80%
Flagstaff as a place to work	36%	35%	44%	40%	39%
Flagstaff as a place to visit	95%	90%	89%	93%	92%
Flagstaff as a place to retire	61%	55%	64%	61%	60%
The overall quality of life in Flagstaff	77%	67%	73%	83%	75%

Table 71: Question 2: Community Characteristics Compared by Geographic Area

Please rate each of the following characteristics as they relate to Flagstaff as a whole. Percent rating as "excellent" or "good".	1	2	3	4	Overall
Overall feeling of safety in Flagstaff	90%	73%	81%	81%	81%
Overall ease of getting to the places you usually have to visit	57%	52%	73%	63%	62%
Quality of overall natural environment in Flagstaff	88%	85%	92%	97%	91%
Overall built environment of Flagstaff (including buildings, parks and transportation systems)	57%	58%	71%	72%	65%
Health and wellness opportunities in Flagstaff	74%	68%	74%	76%	73%
Overall opportunities for education and enrichment	87%	70%	84%	73%	78%
Opportunities to attend cultural activities	85%	70%	82%	85%	80%
Opportunities to participate in social events and activities	79%	77%	79%	74%	77%
Overall economic health of Flagstaff	42%	32%	50%	42%	41%
Sense of community	61%	55%	56%	57%	57%
Overall image or reputation of Flagstaff	81%	78%	77%	81%	79%

Table 72: Question 14: Quality of City Services Compared by Geographic Area

Please rate the quality of each of the following services provided in Flagstaff. Percent rating as "excellent" or "good".	1	2	3	4	Overall
Fire department	92%	98%	99%	95%	96%
Garbage collection services	88%	87%	96%	89%	90%
Libraries	85%	90%	95%	86%	89%
Parks	83%	88%	86%	79%	84%
Police department	80%	70%	75%	74%	74%
Planning and building services	39%	42%	59%	63%	51%
Recreation programs	66%	65%	77%	73%	70%
Recycling services	67%	73%	74%	59%	68%
Sustainability and environmental programs	64%	69%	82%	65%	70%
Sewer services	83%	75%	88%	82%	82%
Water services	82%	82%	85%	77%	81%
Utility billing services	75%	68%	74%	77%	73%
Snow removal operations	52%	47%	60%	48%	52%
Street maintenance	36%	25%	35%	37%	33%
Traffic signals	54%	49%	59%	63%	56%
Streetscapes (making street medians and sides of streets attractive)	63%	53%	68%	67%	63%
Public art	54%	59%	55%	63%	58%
Heritage preservation	65%	74%	72%	68%	70%
Mountain Line (bus service throughout Flagstaff)	68%	72%	87%	85%	77%
Overall quality of City services	67%	69%	71%	68%	69%

Table 73: Question 16: Aspects of Government Performance Compared by Geographic Area

Please rate the following categories of City of Flagstaff government performance. Percent rating as "excellent" or "good".	1	2	3	4	Overall
The value of services for the taxes paid to City of Flagstaff government	47%	43%	60%	46%	49%
The overall direction that City of Flagstaff government is taking	44%	44%	54%	41%	46%
The job City of Flagstaff government does at welcoming citizen involvement	47%	35%	50%	48%	45%
Overall confidence in City of Flagstaff government	43%	41%	45%	43%	43%
Generally acting in the best interest of the community	38%	33%	48%	45%	41%
Being honest	48%	45%	55%	43%	48%
Treating all residents fairly	43%	42%	41%	47%	43%

Table 74: Question 17: Support for City Actions Compared by Geographic Area

To what extent do you support or oppose the City doing each of the following? Percent rating as "strongly" or "somewhat" support.	1	2	3	4	Overall
Not plowing neighborhood streets when there is 4 inches of snow or less	59%	43%	53%	42%	49%
Using prescribed or controlled burns to maintain a healthy forest	92%	87%	89%	100%	92%
Requiring that property owners meet a minimum standard of removing excess vegetation around their property to help protect the City from wildfires	80%	91%	83%	88%	86%
Banning plastic bags at stores in Flagstaff	63%	60%	54%	61%	59%
Charging a per bag fee for plastic bags at stores in Flagstaff	45%	41%	40%	51%	44%
Closing Downtown streets for parades and festivals	88%	89%	91%	81%	87%
Changing City Hall hours to four, 10-hour days (open Monday-Thursday, closed on Friday)	46%	38%	37%	43%	41%
Eliminating the City news magazine, Cityscape	39%	37%	32%	38%	36%

Demographic Crosstabulations

Table 75: Question 1: Quality of Life Compared by Demographic Characteristics

Please rate each of the following aspects of quality of life in Flagstaff. Percent rating as "excellent" or "good".	Race and ethnicity		Full-time or part-time		Rent or own		Gender		Age			Length of residency			Overall
	White, not Hispanic	Hispanic and/or other race	Full-time	Part-time	Own	Rent	Female	Male	18-34	35-54	55+	Less than 5 years	6 to 20 years	More than 20 years	
Flagstaff as a place to live	91%	85%	89%	84%	90%	88%	92%	87%	93%	83%	89%	88%	91%	87%	89%
Your neighborhood as a place to live	84%	74%	80%	81%	88%	72%	79%	82%	75%	84%	84%	79%	77%	85%	80%
Flagstaff as a place to raise children	85%	73%	82%	62%	86%	75%	82%	78%	79%	81%	83%	78%	81%	82%	80%
Flagstaff as a place to work	41%	37%	38%	39%	37%	40%	45%	33%	37%	41%	39%	38%	41%	36%	39%
Flagstaff as a place to visit	93%	91%	92%	92%	89%	94%	95%	89%	94%	90%	90%	99%	85%	91%	92%
Flagstaff as a place to retire	62%	54%	59%	74%	56%	65%	63%	59%	70%	46%	63%	76%	54%	53%	60%
The overall quality of life in Flagstaff	78%	70%	75%	77%	81%	70%	75%	75%	73%	75%	79%	76%	73%	77%	75%

Table 76: Question 2: Community Characteristics Compared by Demographic Characteristics

Please rate each of the following characteristics as they relate to Flagstaff as a whole. Percent rating as "excellent" or "good".	Race and ethnicity		Full-time or part-time		Rent or own		Gender		Age			Length of residency			Overall
	White, not Hispanic	Hispanic and/or other race	Full-time	Part-time	Own	Rent	Female	Male	18-34	35-54	55+	Less than 5 years	6 to 20 years	More than 20 years	
Overall feeling of safety in Flagstaff	85%	76%	80%	90%	89%	74%	78%	84%	76%	85%	85%	77%	79%	88%	81%
Overall ease of getting to the places you usually have to visit	67%	51%	62%	63%	64%	59%	62%	61%	61%	53%	74%	64%	62%	59%	62%
Quality of overall natural environment in Flagstaff	91%	88%	91%	91%	92%	89%	89%	93%	92%	89%	90%	93%	91%	88%	91%
Overall built environment of Flagstaff (including buildings, parks and transportation systems)	66%	61%	64%	68%	65%	63%	66%	63%	60%	63%	74%	70%	62%	62%	65%
Health and wellness opportunities in Flagstaff	76%	67%	73%	72%	80%	67%	72%	75%	64%	80%	81%	75%	71%	73%	73%
Overall opportunities for education and enrichment	82%	71%	79%	77%	81%	76%	79%	78%	76%	76%	86%	82%	78%	76%	78%
Opportunities to attend cultural activities	85%	70%	80%	81%	79%	81%	81%	80%	87%	72%	79%	91%	77%	74%	80%
Opportunities to participate in social events and activities	80%	67%	77%	72%	78%	75%	76%	77%	80%	73%	76%	85%	72%	75%	77%
Overall economic health of Flagstaff	45%	37%	39%	71%	39%	44%	48%	36%	45%	34%	46%	57%	36%	32%	41%
Sense of community	60%	48%	57%	56%	66%	49%	61%	53%	54%	59%	61%	56%	58%	58%	57%
Overall image or reputation of Flagstaff	82%	75%	78%	91%	79%	79%	81%	78%	83%	73%	79%	85%	77%	76%	79%

Table 77: Question 14: Quality of City Services Compared by Demographic Characteristics

Please rate the quality of each of the following services provided in Flagstaff. Percent rating as "excellent" or "good".	Race and ethnicity		Full-time or part-time		Rent or own		Gender		Age			Length of residency			Overall
	White, not Hispanic	Hispanic and/or other race	Full-time	Part-time	Own	Rent	Female	Male	18-34	35-54	55+	Less than 5 years	6 to 20 years	More than 20 years	
Fire department	97%	95%	97%	86%	97%	95%	98%	94%	96%	94%	99%	95%	98%	95%	96%
Garbage collection services	91%	89%	90%	92%	93%	86%	88%	91%	88%	90%	93%	85%	90%	94%	90%
Libraries	91%	84%	89%	93%	90%	88%	87%	91%	86%	88%	96%	85%	90%	92%	89%
Parks	87%	76%	85%	65%	84%	84%	86%	81%	84%	81%	87%	89%	82%	81%	84%
Police department	78%	69%	74%	75%	79%	70%	71%	76%	69%	71%	89%	79%	72%	74%	74%
Planning/building services	50%	55%	48%	78%	55%	47%	51%	49%	53%	40%	59%	70%	46%	41%	51%
Recreation programs	73%	63%	69%	89%	67%	73%	67%	74%	74%	63%	73%	87%	62%	66%	70%
Recycling services	70%	67%	68%	65%	72%	65%	68%	68%	62%	70%	76%	65%	67%	73%	68%
Sustainability and environmental programs	72%	69%	68%	96%	70%	71%	72%	67%	74%	64%	72%	78%	68%	64%	70%
Sewer services	85%	74%	80%	100%	85%	78%	80%	83%	87%	71%	86%	85%	79%	82%	82%
Water services	83%	77%	80%	96%	82%	81%	82%	82%	90%	67%	84%	86%	78%	81%	81%
Utility billing services	77%	69%	73%	82%	78%	69%	77%	70%	72%	67%	83%	75%	67%	79%	73%
Snow removal operations	52%	56%	50%	77%	46%	58%	50%	54%	59%	45%	49%	60%	53%	43%	52%
Street maintenance	35%	33%	31%	69%	28%	38%	38%	28%	41%	24%	32%	38%	30%	33%	33%
Traffic signals	57%	58%	54%	79%	55%	57%	63%	50%	59%	45%	66%	67%	52%	49%	56%
Streetscapes (making street medians and sides of streets attractive)	65%	60%	63%	63%	64%	62%	67%	59%	64%	59%	65%	63%	64%	60%	63%
Public art	57%	62%	58%	57%	52%	63%	58%	57%	62%	58%	50%	69%	53%	50%	58%
Heritage preservation	71%	67%	70%	75%	70%	70%	68%	71%	76%	65%	68%	79%	69%	63%	70%
Mountain Line (bus service throughout Flagstaff)	78%	79%	77%	82%	83%	72%	78%	76%	75%	79%	80%	83%	73%	76%	77%
Overall quality of City services	71%	65%	70%	57%	74%	64%	69%	68%	67%	63%	79%	70%	66%	71%	69%

Table 78: Question 16: Aspects of Government Performance Compared by Demographic Characteristics

Please rate the following categories of City of Flagstaff government performance. Percent rating as "excellent" or "good".	Race and ethnicity		Full-time or part-time		Rent or own		Gender		Age			Length of residency			Overall
	White, not Hispanic	Hispanic and/or other race	Full-time	Part-time	Own	Rent	Female	Male	18-34	35-54	55+	Less than 5 years	6 to 20 years	More than 20 years	
The value of services for the taxes paid to City of Flagstaff government	51%	50%	48%	71%	49%	50%	53%	46%	47%	43%	59%	56%	48%	45%	49%
The overall direction that City of Flagstaff government is taking	47%	44%	46%	51%	45%	48%	47%	45%	57%	36%	44%	57%	45%	39%	46%
The job City of Flagstaff government does at welcoming citizen involvement	45%	42%	43%	72%	46%	42%	47%	42%	48%	37%	49%	62%	37%	40%	45%
Overall confidence in City of Flagstaff government	45%	40%	43%	51%	43%	44%	44%	44%	48%	34%	49%	53%	40%	39%	43%
Generally acting in the best interest of the community	44%	33%	39%	59%	42%	38%	37%	43%	42%	34%	47%	54%	33%	38%	41%
Being honest	50%	43%	46%	72%	48%	46%	42%	54%	54%	39%	52%	60%	46%	41%	48%
Treating all residents fairly	48%	30%	42%	58%	48%	37%	38%	48%	46%	38%	47%	51%	42%	39%	43%

Table 79: Question 17: Support for City Actions Compared by Demographic Characteristics

To what extent do you support or oppose the City doing each of the following? Percent rating as "strongly" or "somewhat" support.	Race and ethnicity		Full-time or part-time		Rent or own		Gender		Age			Length of residency			Overall
	White, not Hispanic	Hispanic and/or other race	Full-time	Part-time	Own	Rent	Female	Male	18-34	35-54	55+	Less than 5 years	6 to 20 years	More than 20 years	
Not plowing neighborhood streets when there is 4 inches of snow or less	49%	49%	50%	46%	50%	49%	46%	51%	48%	50%	51%	40%	52%	56%	49%
Using prescribed or controlled burns to maintain a healthy forest	94%	91%	92%	92%	93%	91%	91%	93%	92%	95%	88%	93%	91%	91%	92%
Requiring that property owners meet a minimum standard of removing excess vegetation around their property to help protect the City from wildfires	86%	85%	85%	91%	86%	85%	85%	85%	82%	87%	89%	88%	81%	89%	86%
Banning plastic bags at stores in Flagstaff	62%	53%	58%	67%	55%	63%	61%	58%	61%	61%	54%	68%	54%	57%	59%
Charging a per bag fee for plastic bags at stores in Flagstaff	48%	36%	44%	47%	40%	48%	47%	41%	50%	39%	39%	52%	46%	34%	44%
Closing Downtown streets for parades and festivals	91%	78%	89%	65%	88%	86%	87%	88%	87%	90%	85%	87%	86%	88%	87%
Changing City Hall hours to four, 10-hour days (open Monday-Thursday, closed on Friday)	43%	38%	42%	19%	37%	44%	43%	38%	41%	43%	37%	48%	42%	33%	41%
Eliminating the City news magazine, Cityscape	39%	30%	37%	34%	42%	30%	30%	45%	39%	36%	33%	40%	30%	41%	36%

Appendix F: Survey Methodology

Survey Instrument Development

General citizen surveys, such as this one, ask residents their perspectives about the quality of life in the city, use of City amenities, opinions on policy issues facing the City and assessments of City service delivery. The Flagstaff Citizen Survey was administered by mail in 2013 for the first time (prior to 2013, the Flagstaff survey was administered by telephone). The 2013 citizen survey instrument for Flagstaff was developed by starting with the version from the previous implementation in 2009. A list of topics was generated for new questions; topics and questions were modified to find those that were the best fit for the 2013 questionnaire. In an iterative process between City staff and NRC staff, a final five-page questionnaire was created.

Selecting Survey Recipients

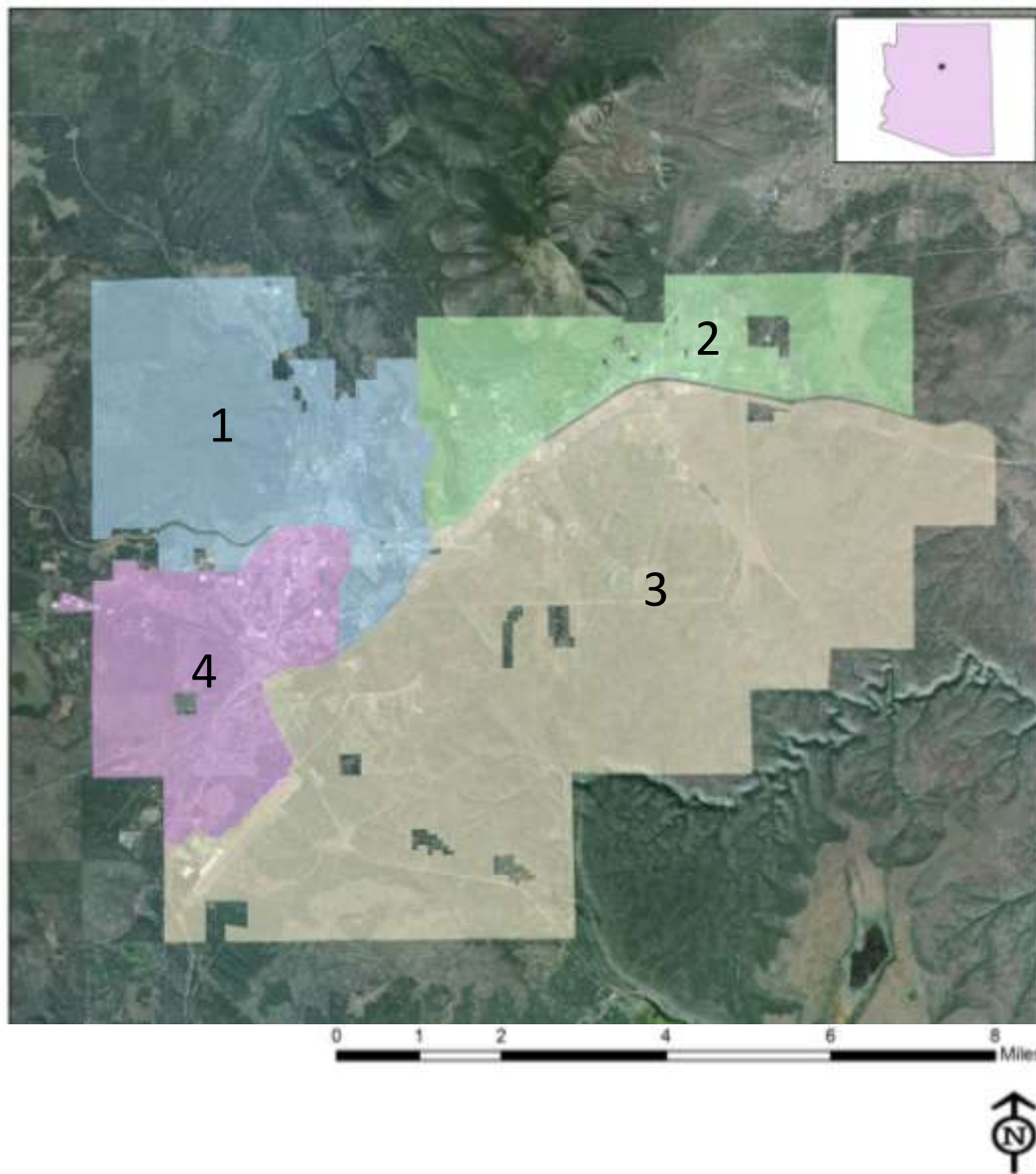
“Sampling” refers to the method by which survey recipients are chosen. The “sample” refers to all those who were given a chance to participate in the survey. All households located in the City of Flagstaff were eligible for the survey. Because local governments generally do not have inclusive lists of all the residences in the jurisdiction (tax assessor and utility billing databases often omit rental units), lists from the United States Postal Service (USPS), updated every three months, usually provide the best representation of all households in a specific geographic location. NRC used the USPS data to randomly select the households that could receive the survey.

A larger list than needed was selected so that a process referred to as “geocoding” could be used to eliminate addresses from the list that were outside the study boundaries. Geocoding is a computerized process in which addresses are compared to electronically mapped boundaries and coded as inside or outside these boundaries. All addresses determined to be outside the city boundaries were eliminated from the list. From the remaining addresses determined to be inside the city boundaries, stratified systematic sampling was used to select 375 households in each of four areas to receive survey mailings⁴ (for a total of 1,500 households). The City was divided into four geographic areas based on the proportion of housing units in each area (using 2010 Census data) and the area in which each selected household was located was identified. (Please see the next page for a map of the mail sample areas.)

Attached units within the city were oversampled to compensate for detached unit residents’ tendency to return surveys at a higher rate. An individual within each household was selected using the birthday method⁵.

⁴ Systematic sampling is a method that closely approximates random sampling by selecting every Nth address until the desired number of households are chosen.

⁵ The birthday method selects a person within the household by asking the “person whose birthday has most recently passed” to complete the questionnaire. The underlying assumption in this method is that day of birth has no relationship to the way people respond to surveys.

Table 80: Geographic Areas in Flagstaff Used for Comparison of Survey Results

Survey Administration and Response

Households received three mailings, one week apart beginning in October of 2013. Completed surveys were collected over the following six weeks. The first mailing was a prenotification postcard announcing the upcoming survey. The other two mailings contained a letter from the Mayor inviting the household to participate, a questionnaire and a postage-paid envelope. Respondents also were given the opportunity to complete the questionnaire online by following a web link provided in the letter. About 4% of the postcards were returned as undeliverable because the housing unit was vacant or the postal service was unable to deliver the survey as addressed. Of the 1,441 households that received the survey, 437 respondents completed the survey, providing a response rate of 30%. The table on the following page shows the response rates by geographic area.

Table 81: Response Rate by Area

Area	Number Mailed	Number Undeliverable	Number Returned	Response Rate
1	375	15	107	30%
2	375	11	115	32%
3	375	24	108	31%
4	375	9	107	29%
Overall	1,500	59	437	30%

Confidence Interval and Margin of Error

The 95% confidence interval (or “margin of error”) quantifies the “sampling error” or precision of the estimates made from the survey results. A 95% confidence interval can be calculated for any sample size, and indicates that in 95 cases out of 100, the results based on the number of responses obtained will differ by no more than five percentage points (437 surveys) in either direction from what would have been obtained had responses been collected from all City of Flagstaff adults. The practical difficulties of conducting any resident survey may introduce other sources of error in addition to sampling error. Despite our best efforts to boost participation and ensure potential inclusion of all households, some selected households will decline participation in the survey (referred to as non-response error) and some eligible households may be unintentionally excluded from the listed sources for the sample (referred to as coverage error).

While the 95 percent confidence level for the survey is generally no greater than plus or minus five percentage points around any given percent reported for all respondents (437), results for subgroups will have wider confidence intervals. For comparisons among subgroups, the margin of error rises to approximately plus or minus 10% for sample sizes of 100 and to plus or minus 14% for sample sizes of 50.

Survey Processing (Data Entry)

Mailed surveys were submitted via postage-paid business reply envelopes. Once received, staff assigned a unique identification number to each questionnaire. Additionally, each survey was reviewed and “cleaned” as necessary. For example, a question may have asked a respondent to pick two items out of a list of five, but the respondent checked three; staff would choose randomly two of the three selected items to be coded in the dataset.

Once cleaned and numbered, all surveys were entered into an electronic dataset. This dataset was subject to a data entry protocol of “key and verify,” in which survey data were entered twice into an electronic dataset and then compared. Discrepancies were evaluated against the original survey form and corrected. Range checks as well as other forms of quality control were also performed.

Data from the Web surveys were automatically collected and stored while respondents answered the questions. The online survey data were downloaded, cleaned as necessary and appended to the mail survey data to create a final, complete dataset.

Survey Analysis

Weighting the Data

The demographic characteristics of the survey respondents were compared to those of the 2010 Census and the 2011 American Community Survey. The primary objective of weighting survey data is to make the survey sample reflective of the larger population of the community. The demographic characteristics that are least similar to the Census and yield the most different results are the best candidates for data weighting. Several different weighting “schemes” are tested to ensure the best fit for the data. Survey results were weighted using the 2010 Census population norms to reflect the appropriate representation of resident characteristics in the city overall. The variables used for weighting were gender, age, housing tenure (rent versus own) and the geographic location of respondent households. The results of the weighting scheme are presented in the table below.

Table 82: Flagstaff 2013 Citizen Survey Weighting Table

Characteristic	Population Norm ⁶	Unweighted Data	Weighted Data
Housing			
Rent home	53%	35%	53%
Own home	47%	65%	47%
Race and Ethnicity			
White	77%	84%	81%
Not white	23%	16%	19%
Not Hispanic	84%	87%	85%
Hispanic	16%	13%	15%
White alone, not Hispanic	69%	77%	72%
Hispanic and/or other race	31%	23%	28%
Gender and Age			
Female	50%	55%	50%
Male	50%	45%	50%
18-34 years of age	46%	21%	44%
35-54 years of age	32%	29%	32%
55+ years of age	22%	50%	24%
Females 18-34	22%	12%	22%
Females 35-54	16%	18%	16%
Females 55+	12%	25%	12%
Males 18-34	23%	10%	23%
Males 35-54	16%	11%	16%
Males 55+	11%	24%	11%
Geographic Area⁷			
1	25%	29%	25%
2	25%	28%	26%
3	25%	23%	25%
4	25%	20%	25%

⁶ Source: 2010 Census/2011 ACS

⁷ Source: 2010 Census block level data (housing units)

Analyzing the Data

The electronic dataset was analyzed by NRC staff using the Statistical Package for the Social Sciences (SPSS). For the most part, when frequency distributions are presented in the report, the percent positive (i.e., “excellent” or “good,” “strongly support” or “somewhat support,” “very likely” or “somewhat likely”) is used. The complete set of frequencies for each survey question is included in *Appendix B: Responses to Survey Questions*.

Also included are results by the geographic area in which the respondents lived in and by the demographic characteristics of the respondents (*Appendix E: Responses to Selected Survey Questions by Respondent Geographic Location and Demographics*). Chi-square or ANOVA tests of significance were applied to these breakdowns of selected survey questions. A “p-value” of 0.05 or less indicates that there is less than a 5% probability that differences observed between groups are due to chance; or in other words, a greater than 95% probability that the differences observed in the selected categories of our sample represent “real” differences among those populations. Where differences between subgroups are statistically significant, they are marked with grey shading in the appendix.

Appendix G: Survey Materials

The following pages contain the mailing materials and survey instrument for the 2013 Flagstaff Citizen Survey.

Memorandum

7.

CITY OF FLAGSTAFF

To: The Honorable Mayor and Council
From: Steve Zimmerman, Parks Manager
Date: 01/16/2014
Meeting Date: 01/28/2014



TITLE:

Bushmaster Park Concept Plan

DESIRED OUTCOME:

To inform the City Council about the process that was used to develop the Bushmaster Park Concept Plan. We will be looking for Council consensus to move the project forward.

INFORMATION:

Bushmaster Park is a twenty (20) acre Community Park located in the lower Greenlaw neighborhood. The park consist of eleven (11) developed acres with nine (9) acres that are undeveloped. It is in this undeveloped area where the majority of the "illegitimate" activities occur. This area was also identified as the problem area through the Crime Prevention through Environmental Design and the Hermosa Vida - Parks Use Assessment Surveys.

City staff, Parks & Recreation Commission, Police Department and the Bushmaster Park Neighborhood group have spent countless hours discussing and trying to address these activities. Public intoxication within the park was a major issue that was finally addressed with the Alcohol Permit Ordinance that was passed in 2010. The Police Department has increased patrols within the park and has worked closely with the Bushmaster Park Neighborhood group.

With the passing of the 1996 Parks & Recreation Bond, part of park was renovated and the developed acres increased from three (3) acres to eleven (11) acres. There still remains \$1.1 million from the 1996 Parks & Recreation Bond that can be used if the project is allowed to go forward. In May 2013 the Parks & Recreation Commission recommended that the balance remaining be used for this project.

Community concerns about public safety within Bushmaster Park were brought forward to the City Administration and the Parks & Recreation Commission. In March 2012, at the City Manager's direction, an internal working group was assembled to identify community stakeholders who would have a vested interest in the park and try to find possible solutions that address these concerns.

The internal work group consisted of members from these organizational Sections:

- Police Department
- Parks
- Recreation Services
- Sustainability & Environmental Management Services
- Stormwater

Throughout this process partnerships were also established with these agencies:

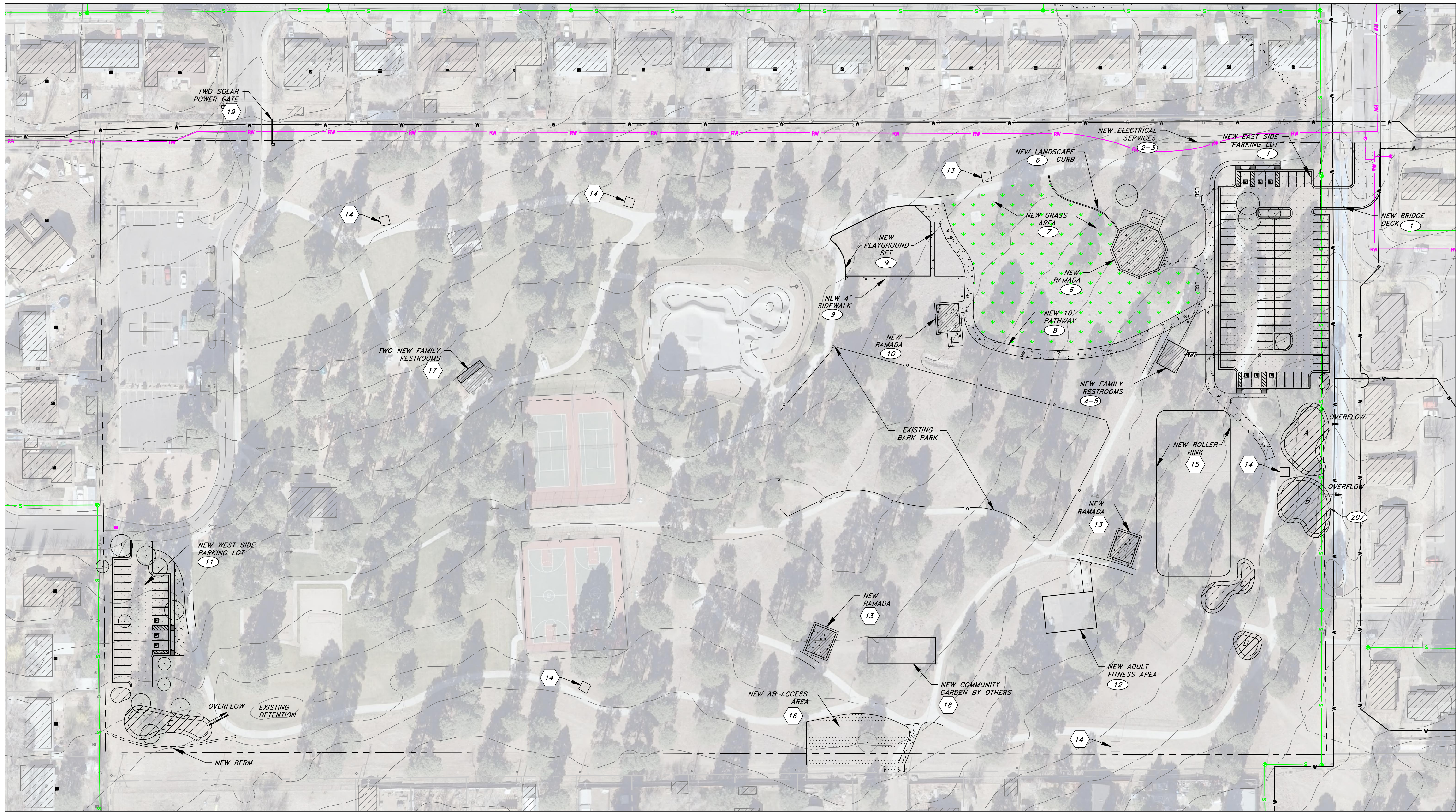
- Northern Arizona University

- Hermosa Vida, Change.Action.Network.
- Bushmaster Neighborhood Group
- Coconino County Health District
- Native Americans for Community Action (NACA)
- YMCA

Through this collaboration, the "Bushmaster Park Concept Design Project" report was completed, which was used to develop the Concept Design. These documents are attached for reference.

Attachments: [Bushmaster Concept Plan](#)
[Bushmaster Park Concept Design Report](#)
[Bushmaster Use Assesment 2012](#)

N:\313035A001_Bushmaster Park.dwg (Basemaps) (palle.dwg, 12/10/2013 7:59:24 AM



BASE BID - CONSTRUCTION

- 1 EAST PARKING LOT WITH BRIDGE DECK
- 2-3 ELECTRICAL SERVICES AND LIGHTING
- 4-5 RESTROOM FACILITY INCLUDING UTILITIES
- 6 LARGE GROUP RAMADA
- 7 IRRIGATED GRASS AREA
- 8 VENDOR WALKWAY
- 9 PLAYGROUND EQUIPMENT AND AREA
- 10 ONE SMALL RAMADA
- 11 WEST SIDE PARKING LOT
- 12 OUTDOOR FITNESS AREA

ADD ALTERNATES - CONSTRUCTION

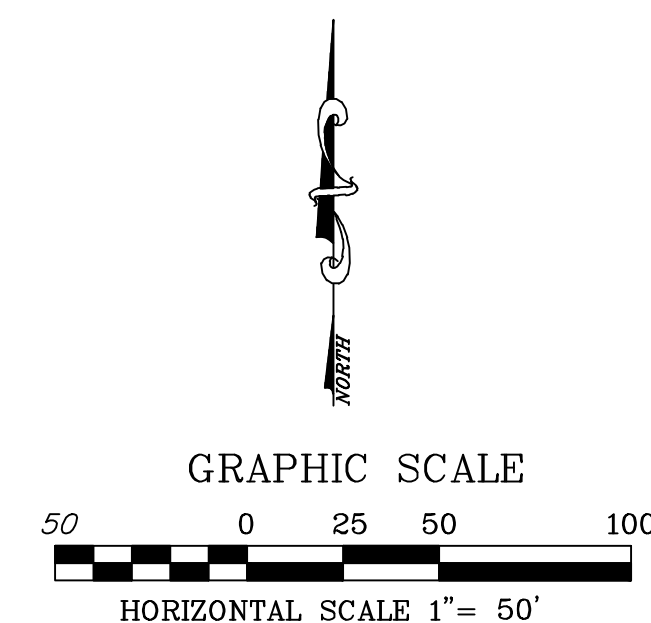
- 13 TWO SMALL RAMADAS
- 14 PAR COURSE
- 15 ROLLER RINK (180' X 80')
- 16 AB ACCESS AREA FOR COMMUNITY GARDEN AND POLICE SECURITY ACCESS
- 17 EXPAND EXISTING RESTROOMS
- 18 COMMUNITY GARDEN
- 19 SECURITY ROAD WITH SOLAR GATE

NEW IMPERVIOUS AREA	
LOCATION	AREA (SF)
WEST PARKING	7,500
EAST PARKING	28,000
ROLLER RINK	14,300
FITNESS AREA	1,800
RAMADAS	8,200
TOTAL REQUIRED (59800 SF * 1") = 5,000 CF	

LID BASIN DATA			
LID BASIN	AREA (SF)	DEPTH	SIDE SLOPES
A	2,078	1	4:1
B	2,145	1	4:1
C	879	1	4:1
D	403	1	4:1
E	1,586	1	4:1
TOTAL PROVIDE (7091 SF * 1") = 7,091 CF			

PARKING LOT DATA			
PARKING LOT	SPACES	HANDICAP SPACES	TOTAL SPACES
EAST SIDE	81	6	87
WEST SIDE	20	3	23

LID RETENTION REQUIREMENTS		
TOTAL IMPERVIOUS	1" RETENTION	PROVIDED STORAGE
59,800 SF	5,000 CF	7,091 CF



NO.	DATE	ITEM

The **WLB** Group, Inc.

Engineering • Planning • Surveying
Offices located in:
Flagstaff, and Las Vegas, NV
500 N. Beaver Street, Flagstaff, AZ 86001
PH: (928) 779-1500

CITY OF FLAGSTAFF BUSHMASTER PARK CONCEPT PLAN

Preliminary
Not For
Construction

DESIGNED BY: DB/EW	CHECK BY: DB
DRAWN BY: EW	DATE: DECEMBER, 2013
BY: DB	DATE:

PROJECT NO. 313035A001	
SHEET	OF
1	1

Bushmaster Park

Concept Design Project

April 11, 2013

Prepared by: Dr. Charles Hammersley, Professor
Northern Arizona University, Parks and Recreation Management Program

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Introduction

The Bushmaster Park Concept Design Project was initiated by Steve Zimmerman, Parks Manager, City of Flagstaff Parks Division in early March 2013. At that time Mr. Zimmerman invited Dr. Charles Hammersley with Northern Arizona University, Parks and Recreation Management Program to organize two public meetings (See Appendices A & D) and to create a concept design for Bushmaster Park. The park design was to incorporate previous related information concerning the park (See Appendices F & G) and information collected from community members at the March 27, 2013 Bushmaster Park Public Meeting (See Appendix C). Dr. Hammersley has been a professor of parks and recreation for over 25 years and has designed 11 parks for counties and small communities in Northern Arizona over the past 15 years. Some of his previous park designs include Sawmill Park, Peaks View Park, Louise Yellowman County Park, Raymond Park and Harrenburg Wash Nature Viewing Area. . He has served on the Coconino County Parks and Recreation Commission for 12 years (1998-2009) and the Flagstaff Parks and Recreation Commission for seven years (2005 to present).

Community Involvement Process

The first public meeting was scheduled for Wednesday, March 27 at the Flagstaff Aquaplex from 5:30 pm to 7:30 pm in the community room. The meeting was advertised on the City of Flagstaff web site, City of Flagstaff Facebook-Sustainability-Recreation Services pages and with an informational flyer (See Appendix I). This flyer was also distributed in Spanish to Bushmaster Park users. Dr. Hammersley organized the focus groups using his Park and Recreation Management students as moderators and recorders (See Appendix B). Over 48 community members were present for the meeting and their suggestions and comments were recorded (See Appendix C).

Public comments gathered at the March 27th meeting were the primary design focus. However, the Crime Prevention through Environmental Design Survey of Bushmaster Park (See Appendix F) and A Beautiful Life – Hermosa Vida – Nizhoni lina (See Appendix G) were also considered in the new design concept (See Appendix M).

A second public meeting was scheduled and advertised for Wednesday, April 10, 2013 at the Flagstaff Aquaplex in the community room. This meeting presented the Bushmaster Park Concept Design and gathered additional public comments (See Appendix E) on the proposed park design. There were approximately 56 attendees at this meeting. To review the City of Flagstaff Public Participation Policy (See Appendix L).

Community Concerns

Safety. There is a long standing list of community safety concerns related to Bushmaster Park. These public safety issues were repeated by citizens at the March 27, 2013 public meeting, the Flagstaff Police Department (See Appendix F) and the local newspaper (See Appendix H). Public intoxication, lewd behavior, assault, rape, robbery, indecent exposure and a recent shooting are examples of criminal activities that have taken place in the Park (See Appendix H, 3 stabbed in Bushmaster brawl & Bushmaster neighbors: increase park use). Immediate and substantive measures are necessary according to the residents, police, park users and City Park and Recreation Services managers. The Flagstaff Police Department's recommendations include new vehicle access, fencing, and more facilities/activities to attract more park users. More park lighting was also suggested.

Community Health. Community health was also a common theme in the March 27 public meeting. Flagstaff residents and representatives from Northland Family Help Center, Coconino County Health District and Hermosa Vida proposed more community health efforts in any new park design. These suggestions included a community garden, adult fitness/playground area (See Appendix H, Mom, Dad this playground is for you), a par course on the perimeter sidewalk (See Appendix H, Par Course Exercise Outdoor Fitness for Everyone), and distance markings for runners and walkers.

New Facilities. An amphitheater with a grassy area was a popular suggestion in the March 27 public meeting. This facility would bring small arts & crafts fairs and concerts to the Park. This would help increase park use and bring more cultural events to the neighborhood. Additional family ramadas was a frequent suggestion in the public meeting.

Dog Park. There have been on-going noise complaints from residents closest to the existing dog park and moving the dog park to a more central area was a popular idea (See Appendix C, Bushmaster Park Public Meeting Focus Group and Email Comments).

Stormwater. Another issue not brought up by the public, but by Kyle Brown a stormwater hydrologist with the City of Flagstaff. Mr. Brown has been in communication with Mike O'Connor and Steve Zimmerman regarding a significant drainage challenge exiting out of the southern portion of Bushmaster Park onto Mt. Elden drive between 3110 and 3120. The concentration point of flow is right at the southern end of the park, causing large volumes and high velocity of flows to exit the park and flood yards and a home (3125) along the southern portion of Mt. Elden Drive. The City previously had a design solution completed by a local engineering firm to address this high priority citizen drainage complaint. The design utilized retention and low impact development

techniques along the unpaved drive just south of Bushmaster. After being informed of the Bushmaster working group, we decided to wait on a solution until the community input was given.

Kyle Brown is working with Steve Zimmerman and Mike O'Connor to best utilize low impact development techniques in the park to capture the flow above the south entrance now where the grades are appropriate and opportunities exist for retention. One particularly simple and effective solution is the use of raingardens with native plants that will both allow for retention and beautification. There is concern about the parking area being installed on top of the flow concentration point, potentially exacerbating the issue, but feel there are opportunities for up gradient rain garden features, as well as permeable pavements in the parking area.

Bushmaster Park Concept Design

Concept Design 1 - In response to the public comments from the March 27, 2013 public meeting, emails and other related information, the Bushmaster Park Concept Design (See Appendix M) included the following renovations, additions and enhancements:

1. Moved the dog park to the center of the park including a small dog area and ramada. It is a little over an acre which is the minimum for a dog park.
2. The old dog park is re-vegetated and the old basketball slab removed. This is now open space.
3. New east side parking lot (paved) and bridge over the drainage ditch
4. New west side parking lot (paved)
5. New south side parking lot (unpaved)
6. Four new family ramadas
7. New group ramada/amphitheater (NE corner) with grass area
8. New wide sidewalks bordering the grass area around the amphitheater (to accommodate festival booths)
9. New playground (north-east side) covered (cover not shown)
10. New community garden
11. New Adult Fitness area
12. Expanded existing restroom
13. New bathroom on the east side
14. Improved security road on north boundary line
15. New Par Course (fitness stations on the perimeter sidewalk-not shown)

Revised Concept Design 2 - Public comments from the April 10, 2013 meeting resulted in a revised Bushmaster Park Concept Design (See Appendix N). The following changes were made to the original Bushmaster Park Concept Design 1:

- 2. The old dog park is re-vegetated and the old basketball slab removed.
This is the new location for the adult fitness/playground (11).
- 5. New south side parking lot (unpaved) was moved more to the east.
- 13. New bathroom on the east side was moved south of the prior location.
- 16. New roller hockey/derby rink was added
- 17. New park signage (not shown)
- 18. Change park lights to LED (not shown)

Facilities Not Included

In any park re-design there are constraints on available space, resources and some proposed facilities. The following items were suggestions from either the March 27th and/or April 10th public meetings, but for various constraints (space limitations, feasibility, cost, lack of support) were not included in the proposed concept designs.

- Batting Cages
- Boccie Ball Court
- Disc Golf Course
- Gazebo
- Golf Course
- Handball Court
- Security lighting and police call boxes
- Soccer practice fields
- Sport Fields
- Tetherball court

Where Do We Go From Here

This draft document and the revised Bushmaster Park Concept Design 2 will appear on the City of Flagstaff's web site for a two week comment period. After the comment period ends there may be a need for another public meeting or the document and design could move forward to the City administration for review.

Appendix A

Bushmaster Park Public Meeting – March 27, 2013

Agenda

Bushmaster Park Public Meeting
City of Flagstaff Parks Division & Recreation Services

Wednesday, March 27 5:30 to 7:30 pm

Flagstaff Aquaplex

Agenda

Introduction: 30 minutes

- Steve Zimmerman, Parks Division
- Angela Horvath or Trish Lees, Coconino County Health District
- Hermosa Vida
- Dr. Charles Hammersley, NAU Parks and Recreation Management Program

Break-out into tables: 1 hour

Review and Summary: 30 minutes

Appendix B

Bushmaster Park Public Meeting - March 27, 2013

Focus Group Questions

Bushmaster Park Public Meeting - March 27, 2013
Focus Group Questions

1. How have you and your extended family used Bushmaster Park?
2. What is your favorite activity to participate in at the park? List top two.
3. Are you using the park as much as you would like? If not, what could be changed to help you use it more?
4. What days of the week and times of the day do you use the park? Are there other times you would like to be able to use the park?
5. What mode of transportation do you use to get to the park?
6. In Flagstaff there are different types of parks that are more developed like Thorpe Park or more natural like Buffalo Park. Bushmaster has both developed and natural qualities. In your opinion, does this work? Is this what you would like to see at Bushmaster or would you like to see something different?
7. Think of a park that you have visited that you enjoyed.
8. What activities or services did you participate in that you would like to see offered at Bushmaster Park?
9. What did you like about the space that could be incorporated into Bushmaster Park?
10. What is special about Flagstaff and your neighborhood that you would like to see reflected in the park?
11. Do you have any other thoughts on what could make Bushmaster Park better?

Appendix C

Bushmaster Park Public Meeting – March 27, 2013

Focus Group and Email Comments

Bushmaster Park Community Meeting (March 27, 2013)

Focus Group Comments

1. Use
 - a. Playground 14
 - b. Dog Park 6
 - c. Running Perimeter 2
 - d. Bball
 - e. Concerts in Park 13
 - f. Tennis 4
 - g. Picnic 4
 - h. Volleyball 2
 - i. Skate Park 3
2. ↑ Use
 - a. Good – Upgrade dog park/pea gravel – signage for runners (distance)
 - b. Less – Safety concern transients – older kids in playground/add swings ARCA
3. Times
 - a. Weekday
 - b. 9. Noon
 - c. 3x
 - d. After wk 1x 5x
 - e. Weekend
4. Walk 11
 - a. Drive 6
 - b. Bike ride 5
 - c. Public Bulletin Board
 - d. Fishing Pond
 - e. Move dog park (center)
5. Not open space but not maintained
 - a. Invasive weeds
 - b. Rye grass too high hides people
 - c. Vacant lot
 - d. Like open space half
6. Take Away
7. Add
 - a. Ramadas (6)
 - b. Parking/Southside
 - c. Playground (New type)
8. Change
9. 6 have used park
 - a. Dog Walking/Park

- b. Playground
 - c. Walks
- 10. More Lighting 2
 - a. More Events
 - b. More Safety (officer) 8
 - c. Disc Golf 4/Putting Course
- 11. After 6 PM
 - a. Mornings
 - b. Weekends
 - c. Summer Over Winter
- 12. Under-developed side scares people
 - a. More Activity
 - b. Workout Station
- 13. Thorpe Dog Park has dogs!
 - a. Dog park is accident prone
 - b. More grass in Dog Park!
 - c. Batting Cages! 3
 - i. Near bball courts
 - ii. Fences in place 2
- 14. Dogs are special
 - a. Family
 - b. Astrologically
 - c. History/Nature Inturp.
 - d. Signs and Sidewalks
 - e. Sunflowers/flowers
- 15. Marketing Dog Park
 - a. Pan Prints
 - b. Signage
 - c. Grass
 - d. Dog Obstacles
 - e. More Benches +2
 - f. Dog Waterbowl
 - g. Picnic Table
 - h. BBQ Pits
 - i. Coolers (built in)
 - j. Dog Park
 - i. Too close to houses – Move in!
 - ii. Noise Complaints
 - k. Cross Country Ski
 - l. POLICE CALL BUTTONS! (LIKE NAU BLUE LIGHTS) 4
 - m. Bocce Ball
 - n. MORE PARKING! (Mt. Elden) 4

- o. More Entrances
- p. Upgrade Horseshoe (Stakes too short!) + Vball Court 3
- q. Natural Areas
- r. Amphitheater 2
- s. Gazebo
- t. Fence Murals
- u. Exercise Eqpt.
- v. Distance markers
 - i. Running measurements

16. Fix Bounce Board

- a. Entrances for Emergency Access! 2
- b. Handball Courts
- c. Tetherball Poles
- d. 4 square (games)
- e. Soccer Practice
- f. Remove Weeds
- g. Community Garden (Leadership Program Elementary kids help) 3
- h. Animal tracks in sidewalk
- i. Movies at the park

17. Military Info on Bushmaster Park

- a. More Restrooms
- b. Dog poop bags/signs to pick up after dog
- c. Dog poop receptacles
- d. Easier access parking

18. Company picnics

- a. Birthday parties
- b. Bicycle through
- c. School use – science dept. – outdoor education
- d. Youth leagues
- e. Wedding receptions
- f. Walking
- g. Music-playing
- h. Church events
- i. Dog walking – the entire park, not just dog park 3
- j. Where did the see-saws go?
- k. Picnic tables

19. Sustainability Park

- a. Water
- b. Solar Panels
- c. Cultural areas – Native Plants
- d. Entrance Options
- e. Nature area to witness the change in native plants

- f. "Less Barky dogs"
 - g. Natural areas being mowed away
 - h. Start and finish points – mile markers 2
 - i. Not a fan of church groups with their megaphones
- 20. Late afternoon
 - a. 7:30-8:30 AM
 - b. Wednesdays @ 5:30 PM – dog park
 - c. Summer 6-6:30 AM – quiet
 - d. The commercial lot – what can be done?
 - e. ½ and ½ developed side and a restored native/natural side
 - f. "Agricultural history"
 - g. "No community parks/areas with natural areas"
- 21. "Circuit stations"
 - a. Strengthen diversity of walking paths – signs about vegetation
 - b. Adult playground
 - c. Banana belt – sunniest area in FLG
 - d. Dark skies
- 22. Add
 - a. Community Security/Patrol
 - b. Native Grass/Flowers
 - c. More Eating Areas
- 23. Takeaway
 - a. As much lighting as possible
 - b. "Some of the dying trees"
- 24. Change
 - a. Very Specific hours ("For how many is it a pathway home at night?" "Moveable seating?")
 - b. Lights turn off
- 25. Safety regulations
 - a. Bus Stop drop off point
 - i. Flow zone
- 26. Early morning times are scary (drunk people, groups of people meet there)
 - a. 10 AM-11AM
 - b. Evenings
 - c. More of a problem as it warms up
 - d. Early evenings
 - e. No lights in parking lot at night is a problem
- 27. Walking 5
 - a. Skateboarding
 - b. Bicycle 3
 - c. Part of the charm of the park
 - d. Tranquil, peaceful

- e. More beauty spots
 - f. Move dog park inward
 - g. Noise is a problem
 - h. Possible barrier is southeast corner
 - i. Stop/slow down flow of traffic
28. Police-only 1 lane road around perimeter of park
- a. Dirt around skate park replaced with concrete
 - b. Frisbee golf
 - c. Better access
 - d. Less hidden/less prone to crime
29. Outdoor community/qualities
- a. More lighting that doesn't shine in neighbors windows
 - b. Maintain dark skies
 - c. Buy small part of the area owned by the mall for a parking lot and better access
 - d. Reduce transient activity
 - e. Southeast corner
 - f. Mini soccer field
 - g. Flat groomed grass areas
30. Bring positive activity
- a. Celtic festival
 - b. Close to center of park
 - c. Noise control
31. Absolute No's
- a. Team sports fields (large)
 - b. Golf
32. Shortcut
- a. Social Events 4
 - b. Grass 3
 - c. Trails 2
 - d. Parking at Family Dollar
 - i. All the time
 - ii. Weekday day
 - e. Cold weather 2
 - f. Drunks/transients 2
 - g. More police presence 3
 - h. Maintenance on overgrowth by dog park
 - i. Preserve backside while allowing more access
 - j. Reduce fire risk
 - k. "Graffiti" wall

Appendix D

Bushmaster Park Public Meeting - April 10, 2013

Agenda

Bushmaster Park Public Meeting

Flagstaff Parks Division & Recreation Services

Wednesday, April 10 5:30 to 7:30 pm

Flagstaff Aquaplex

Agenda

Introduction:

- Steve Zimmerman, Parks Manager, Parks Division
- Brian Grube, Director, Recreation Services
- Dr. Charles Hammersley, NAU Parks and Recreation Management Program

Bushmaster Park Concept Design Review and Comments

Please note the concept map is number keyed to the following:

16. Moved the dog park to the center of the park including a small dog area and ramada. It is a little over an acre which is the minimum for a dog park.
17. The old dog park is re-vegetated and the old basketball slab removed. This is now open space.
18. New east side parking lot (paved) and bridge over the drainage ditch
19. New west side parking lot (paved)
20. New south side parking lot (unpaved)
21. Four new family ramadas
22. New group ramada/amphitheater (NE corner) with grass area
23. New wide sidewalks bordering the grass area around the amphitheater (to accommodate festival booths)
24. New playground (north-east side) covered (cover not shown)
25. New community garden
26. New Adult Fitness area
27. Expanded existing restroom
28. New bathroom on the east side
29. Improved security road on north boundary line
30. New Par Course (fitness stations on the perimeter sidewalk-not shown)

Appendix E

Bushmaster Park Public Meeting - April 10, 2013

Attendees and Email Comments

Bushmaster Park Public Meeting

Attendee Comments – April 10, 2013

- Maybe move south parking lot to East a little II
- Grass in Amph.-Water concerns? I
- Dog park noise vs. amph. Noise III
- Question on bathrooms-vandalism and clean? I
- Are you addressing more foot patrol?
- Isaac likes the improvements that will limit the number of issues
- What would the improvements do for property values
- Why would granite path be needed? Why can't they use the concrete path? Does it already have locked gates?
- Path would cause issues by houses for dogs
- Obesity prevention and health and fitness
- Drop off place for kids-so kids will walk to school – health services – walking school bus
- How close is Killip to Bushmaster?
- Puente and Mems are close as Thomas?
- How are you reflecting the neighborhood in the park? Why would park reflect the neighborhood?
- Margorite – faithfully meeting with blockwatch – tired of bad vibes – thankful to the city – really excited about the concept – How is this reflected in \$?
- New playground – her comment – existing is shady
- New is covered and not a 4 season park?
- People go to Thorpe for sun?
- Bathrooms – 4 seasons? Composting toilets? Can they be open later?
- Signage? – Natural areas? – so it doesn't look abandoned
- Safety won't stop with infrastructure, but neighbors need to do their part.
- Lived nearby and now moved – high altitude roller derby – looking for an outdoor skate rink – wants to put it in at old dog park site. Fitness area- need slab for derby – 25 people, 3 times a week, youth and adult – roller derby slab, not a textured surface, smooth, polished, Raymond not good – Reserve area in Flag no in Bellemont – skate skills camp one weekend 20 people showed up
- Signage question – need item #16 par course and interpretive for plants – native.
- Michelle – Hermosa Vida – likes roller derby and hockey, improved access – loves everything – keep community engagement
- Design-Garden and Building
 - Public art and signs-ownership and less graffiti and buying?
 - CAN – please continue including public!
- Funding – how many more meetings? Need to move fast? David on Steves – Additional theme of adult activities

- Reflection on park? Inviting space for families – good – feel – incredible gathering space – feels like the COF – open area with wonderful trees
- David Zimmerman – very happy, way more than he expected – return old bark park to open space, not against open space but not inviting? Dropping a piece of the park out – add skate track to old bark park area – is it easy to maintain? Roller derby movement is good –sustainable long term? Move roller derby to spot II
- Morty likes roller skating area – does not want a cost associated about it! Handicap access – playground access – west side recycle tiles for access
- Harbors playground equipment – veterans – Michelle
- When bushmaster was developed there was pads and very new – grass was added and it increased attendance
- Did we think about grassing the whole park?
- Margarite likes the droller derby coming 3 times a week – helps- uncomfortable with increased grass and water
- At some point – consideration to noise issues – lost the neighborhood
- Phenominal job – add skate park (Michelle from neighborhood)
- Margarite – neighborhood noisy anyways kids having fun – great noise!
- Lucky to live by a park
- Smart things when renovation – curved walks – he likes it! – maybe widening walks for increased traffic
- Michelle – Hermosa – lots of support – what are next steps – how can we keep going? Petition from homeowners to continue being active
- When will we be having input on the different things being added
- Is the draft online?
- Issac – Doing walkthrus brought it up – nice people on Lockett – community garden – Gate on Lockett by Miller – NW corner and SW corner
- Priorities – present as a whole concept? – Priorities sometimes get lost?
- Is there a possibility for restoration to native areas? After redevelopment it destroyed native areas
- Found about this meeting on facebook and AZ daily sun – derby girls – thank you!

Suggestions for Bushmaster Park

The following form was submitted via your website: Suggestions for Bushmaster Park

Name: Marty Eckrem

Email Address: meckrem@gmail.com

What ideas do you have for Bushmaster Park?: I walk or bike around the park or have my grandkids in the kids playground area several times a week. I also use the lighted tennis courts sometimes. I rarely use the park in the early evening because I am concerned about safety for myself and my grandkids. One of my grandsons is in a wheelchair and it is getting more difficult to carry him over to the playground. It would be so helpful to have access for a wheelchair for the playground and some equipment that he could use. Maybe the wood chips could be replaced with that recycled tires soft ground surface. Another playground on the east end would be an asset too. I would also like to see the park used more during the day and week. I love the east end of the park where I can walk and be surrounded by trees. However, it also can be a scary place because there are few people there, and sometimes people are drinking (still) or some men who are just hanging out. More ramadas on the east end would be used quite a bit. During the summer all the ramadas are full. A community garden, I think, would be well supported, and would bring more people into the east end or central area. I am not excited about a concert hall area. I do enjoy the concerts that happen there, but ramadas, another playground, another basketball court and a community garden would be used more regularly during the week and would help create a safer environment for all of us to enjoy the park. Also, many of the neighbors adjacent to the park really don't appreciate the level of noise that on-going concerts would create. I personally don't hear the music since I live a couple of blocks away. However, I can understand their concerns about high levels of noise even if it is good music. Thank you for asking for community input. A lot of people benefit from this park, and feel very strongly about preserving the good aspects of it and expanding upon its possibilities. Increasing access and decreasing barriers to its use is vital. The ramadas need to be low cost to rent, the equipment free or very low cost. It needs to feel like a safe place where we can bring our families and get some exercise.

Additional Information:

Form submitted on: 4/4/2013 10:22:29 PM

Submitted from IP Address: 24.121.81.219

Referrer Page: No Referrer - Direct Link

Form Address: <http://www.flagstaff.az.gov/Forms.aspx?FID=171>

Suggestions for Bushmaster Park

Name	Donetta Hiser
Email Address	hiserbd@msn.com
What ideas do you have for Bushmaster Park?	<div>I really enjoy walking at Bushmaster park. I frequently during my lunch hour. I feel that there is too much unoccupied space near the dog park. I'm not sure what the funding option might be but I feel a small parking area and playground area would draw more people than the dog park. Even when several families are on the playground area the other end is empty and attracts loiterers.</div>

The following form was submitted via your website: Suggestions for Bushmaster Park

Name: Donetta Hiser

Email Address: hiserbd@msn.com

What ideas do you have for Bushmaster Park?: I really enjoy walking at Bushmaster park. I frequently walk during my lunch hour. I feel that there is too much unoccupied space near the dog park. I'm not sure what the funding option might be but I feel a small parking area and playground area would draw more people than the dog park. Even when several families are on the playground area the other end is empty and attracts loiterers.

Additional Information:

Form submitted on: 4/5/2013 10:38:54 AM

Submitted from IP Address: 65.122.184.114

Referrer Page: <http://www.flagstaff.az.gov/CivicAlerts.aspx?AID=871>

Form Address: <http://www.flagstaff.az.gov/Forms.aspx?FID=171>

From: Frank and Catherine Wetherell [<mailto:fcwether@infomagic.net>]

Sent: Thursday, April 04, 2013 12:21 PM

To: Steve Zimmerman

Cc: Frank C Wetherell

Subject: Bushmaster Park

Dear Steve,

Thank you very much for the opportunity to give input on potential park improvements.

I have lived in my current residence at 3124 E Mount Elden Dr. (2nd house E of the park easement, bordering the park) for almost 20 years. My wife and I agree that the dog park is a far more significant detractor from our quality of life than the transients or gang member activities (which I believe are still very serious issues). The edge of the dog park is approximately 120 feet from my bedroom (windows), and maybe 40 feet away from my back chain-link fence. Frequent sights from my kitchen window include dogs urinating and defecating in the dog park, along with the occasional passed out drunk between the fence lines. Beginning about this time of year when the weather gets nicer, the dog park gets active. The barking can get to the extent to that, as far as I'm concerned, people are in violation of the city's barking dog ordinance, pretty much daily. The dog park might as well be a neighbors yard, with as many as 15 or more dogs living up to the dog park's name 'barkmaster' park. In addition to the truly excessive noise, when I look past my own chain link fence, I see two more just beyond, and again from my kitchen window it resembles a prison yard.

I would become one of Flagstaff's happiest residents if the City could see fit to relocate the dog park to at least the center of Bushmaster park. Moving the sound source twice the distance would cut sound intensity to 1/4 of original level 😊

Thank you again for your consideration,

Sincerely,

Frank Wetherell

3124 E Mount Elden Dr.

Flagstaff, AZ 86004

(928) 527-4549

Suggestions for Bushmaster Park

Name	Jeff Taylor
Email Address	Hikemasters@gmail.com
What ideas do you have for Bushmaster Park?	<div>I'd like to see the eastern half of the park turned into an arboretum of sorts, with representative tree and shrub species of Northern Arizona planted along the sidewalks and within the interior with plaques identifying the species for educational purposes. I would like to see a little development to make it more wildlife friendly, especially for birds and small mammals.</div>

The following form was submitted via your website: Suggestions for Bushmaster Park

Name: Jeff Taylor

Email Address: Hikemasters@gmail.com

What ideas do you have for Bushmaster Park?: I'd like to see the eastern half of the park turned into an arboretum of sorts, with representative tree and shrub species of Northern Arizona planted along the sidewalks and within the interior with plaques identifying the species for educational purposes. I would like to see a little development to make it more wildlife friendly, especially for birds and small mammals.

Additional Information:

Form submitted on: 4/10/2013 7:40:15 PM

Submitted from IP Address: 24.121.232.194

Referrer Page: <http://bushmasterparkflagstaff.blogspot.com/>

Form Address: <http://www.flagstaff.az.gov/Forms.aspx?FID=171>

Suggestions for Bushmaster Park

Name	Audria Smith
Email Address	audriasmith@npgcable.com
What ideas do you have for Bushmaster Park?	<div>I attended last night's meeting. First of all, I'd like to apologize to Prof Hammersley for my over-zealous questions during his presentation and not wait patiently till the end. I admit some of the graphics on the design made me feel a little edgy. While I do respect that this is a public park and changes are inevitable for a growing city, please know that my edginess with skepticism has come from experiencing 25 years of living directly on the south easement of Bushmaster Park. I can say that I not only speak for myself, but others that live on the park, that noise and light pollution has encroached on us over the years. Especially for a number of us who work at home, we see and hear more than most. There was a time when Bushmaster was considered the neighborhood park. Basically a passive use space for the neighbors with the western end having more organized activity and play. My wedding reception was held at the ramada back in 1987. Before 1998 I regularly walked the park late at night with my dog and my cat through the dark and the quiet.</div>

The following form was submitted via your website: Suggestions for Bushmaster Park

Name: Audria Smith

Email Address: audriasmith@npgcable.com

What ideas do you have for Bushmaster Park?: I attended last night's meeting. First of all, I'd like to apologize to Prof Hammersley for my over-zealous enthusiasm to ask too many questions during his presentation and not wait patiently till the end. I admit some of the graphics on the design made me feel a little edgy.

That said, while I do respect that this is a public park and changes are inevitable for a growing city, please know that my edginess with skepticism has come from experiencing 25 years of living directly on the south easement of Bushmaster Park. I can say that I not only speak for myself, but others that live on the park, that noise and light pollution has encroached on us over the years. Especially for a number of us who work at home, we see and hear more than most. There was a time when Bushmaster was considered the neighborhood park. Basically a passive use space for the neighbors with the western end having more organized activity and play. My wedding reception was held at the ramada back in 1987. Before 1998 I regularly walked the park late at night with my dog and my cat through the dark and the quiet.

The point I'd like to make is to be sensitive to the neighbors. Bushmaster is unique in that it is literally in the center--the heart of a neighborhood, like an open courtyard. Though we all can appreciate a happy atmosphere and delight in a celebratory occasion for our friends, imagine your nextdoor neighbors having a continual party. This hum of activity can literally make a person feel crazy. I'd like to

make the park users aware of this. I don't think it's unreasonable for neighbors to be aware and respectful of living and playing peacefully in close proximity to each other.

I'm staying optimistic for now that the ideas Prof Hammersley has compiled and designed in a concept will engage community activities for a healthier park. I also appreciate his sensitivity to us residents who border the easement, moving the south parking area away from our accesses. Contrary to his tactic, I was involved with the 1997/98 "improvement" process from beginning, to ending in exhaustion and jaded. Most of those neighbors that were involved then are not showing up for these current meetings. However one benefit of the park that was maintained, which neighbors remain pleased with, is the walking system. Today I see hundreds of neighbors who walk (ie. with strollers or dogs) or ride their bikes past my house to the park on a regular basis.

Especially since the last improvements, the natural area has been ravaged and has taken on more of a derelict vacant lot feeling. I did come away from last night's meeting feeling more optimistic about a vision for the Bushmaster that I've had for many years since before the 97/98 era--This is to see a healthier maintenance treatment and restoration of the natural understory. With the possibility of a sustainable catchment system and a waterline to a community garden area, I think this could also serve a restoration project as native vegetation is established.

Points I've noted in the digression of the park are:

- 1) Work trucks came in disturbing the soils and spreading invasive weeds, the worst of them being diffused knapweed, which poisons the soils, does not allow natives vegetation to flourish, and takes over wide areas.
- 2) the last design did not entirely capture the natural migration routes of pedestrians and bicyclists, leaving secondary paths criss-crossing the park and further damaging soils.
- 3)The current mode of maintaining the natural area is to run a large grading-type mower back and forth over it, sometimes cutting off wildflower heads before coming to seed to propagate, and further spreading invasive noxious weeds, and often kicking up a boatload of dust.

I am definitely opposed to any more lighted areas in the park. In fact, I would propose less, or to at the least, turn all or some off at night. I've noticed that the more lighting we've created, the more trouble there has been at night. I have experienced the difference and no longer walk in the dark hours like the old days. I was observing groups of kids, perhaps high school or younger, gathering under lighted areas, especially the skatetrack after the gate is closed. After my first confrontation I quit my walks. It's my understanding that the last incident that resulted in serious injuries took place in the lit west parking lot.

With more regard to lighting, I would hope that those VERY obnoxious lights in the tennis and basketball courts be addressed. Keeping the park open and these lights on until midnight on Fridays and Saturdays is extra horrible. They are hugely glaring and invasive, not to mention very Dark Skies unfriendly.

Overall, I'm trying to be open to the idea that creating a wider spectrum of uses is a good thing for the

community. But/and we see an ugly reflection of community in our transient and alcoholic population that decorate Bushmaster. I think the presence is here and everywhere in Flagstaff. Serious question: Is the cell phoned-armed vigilant citizen going to clean up the ugliness in the park for good, or is running the Flagstaff Fire Department and Guardian and clogging FMC with drunks, and drunks beating up drunks, going to make us "safer"? I'm certain the cost is in the millions. From my property I may personally witness three or four calls per day in the summertime. I know this is a big question and a long-standing complex problem, but is there anything in the works to supplement where these very sick people end up as opposed to just letting them land back in the park or in another part of the city for repeat offense? If we think doing some park improvements is going to solve this problem or just make the vagrants collect elsewhere.....I'm uncertain what it's all about.

I do sincerely desire something good for our lovely little postage stamp of a ponderosa park. I think establishing a good park can be an evolutionary process as we've observed what has and has not worked for Bushmaster. I only hope that you will take my comments to ponder.

Thank you,

Audria Smith
3110 E. Mt. Elden Dr.

Additional Information:

Form submitted on: 4/11/2013 2:35:03 PM

Submitted from IP Address: 24.121.107.209

Referrer Page: No Referrer - Direct Link

Form Address: <http://www.flagstaff.az.gov/Forms.aspx?FID=171>

Suggestions for Bushmaster Park

Name	Tara Cronwall
Email Address	Gabrielletrap1@yahoo.com
What ideas do you have for Bushmaster Park?	<div>Roller skating rink!!! Or a children's museum, we need desperately in Flagstaff!</div>

The following form was submitted via your website: Suggestions for Bushmaster Park

Name: Tara Cronwall

Email Address: Gabrielletrap1@yahoo.com

What ideas do you have for Bushmaster Park?: Roller skating rink!!! Or a children's museum, we need one desperately in Flagstaff!

Additional Information:

Form submitted on: 4/10/2013 8:18:43 PM

Submitted from IP Address: 24.121.235.52

Referrer Page: <http://www.flagstaff.az.gov/CivicAlerts.aspx?AID=871>

Form Address: <http://www.flagstaff.az.gov/Forms.aspx?FID=171>

Appendix F

Crime Prevention through Environmental Design Survey of Bushmaster Park

And

Bushmaster Park DC1 Incidents Report

Crime Prevention through Environmental Design Survey of:

Bushmaster Park

1. Surveillance (first principle of CPTED.) Surveillance is the ability to look into an area and the ability to look back out. It can be formal (security patrols, police patrol, Neighborhood watch etc.) or informal (Legitimate users, residents, passerby etc.)

* Bushmaster has most of the basic things that would limit surveillance already worked out, but we do have some suggestions:

- An easy and inexpensive solution to create more natural surveillance would be to trim or remove the hedges on the west side of the park. If someone can see into the park and decide whether it appears safe or unsafe it increases not only the generally feeling of safety but also will make illegitimate users uneasy that their inappropriate behavior would be observed and reported. These shrubs also limit security and police patrol's ability to quickly scan the park and determine if there is anyone even in the park.
- The skate park has limited the surveillance from the west parking lot. No longer can someone look across the park into this area to determine who or what is in the park. There is no easy solution to this problem but it can be limited by creating more access for security and police on the north end of the park (this will be discussed in the Access Control portion of the survey)
- The park has been enjoying the natural surveillance from the surrounding residences and this should be encouraged. Again discussed in the access control portion, if it is to be determined that the park should be fenced, we would suggest wrought iron or chain link to increase surveillance. If it is decided not to fence the park surrounding residents should be encouraged to fix/maintain existing fence so that they have an open view of the park but it is clear that their yard is a Semi-private type area off limits to public.
- During the night time walk through of the property the lights are really limited to the cement walk ways and there are several areas that surveillance is almost non-existent. This will be discussed further in the Activity support section of the survey.
- The restroom area is a surveillance problem in that it is placed in an area that can not be observed from the main parking lot. This has created some of our problems with criminal damage and graffiti and the location of the restrooms could be moved to the parking lot area for better surveillance. Our suggestion is to remove the bathrooms all together and just replicate several other city park designs to employ portable toilets that seem to create less problems and would be more cost efficient in the long run. The existing building could be secured and used by Parks for equipment storage. If these portable restrooms

were correctly placed we could improve surveillance both into and increase legitimate user surveillance in the entrance/ parking area.

- The skate park itself is a surveillance problem. If you walk all the way into the skate park area you can determine if someone is inside but this is in only way to check this area. As we have found numerous times the skate park is now a sort of “high ground” in that once you are inside the skate park you can see most of the park and can definitely see all of the parking lot and entrance. This has created a surveillance problem in that those illegitimate users can now use the skate park to “look out” for security or police. Once again this problem can not be easily fixed and we should try for more Access control solutions than try to fix the surveillance.
- The lighting in the park appears to be properly placed and useful. The lights are directed at the ground and walkway and for the areas that should be lit. The low sodium lights cause color distortion and lead to general feeling of fear. The crime free multi-housing program suggests hooded halogen lights for outdoor lighting for color recognition. With hooded lights these lumens should not count against the dark sky limit.
- 2. Access Control (Second principle of CPTED). Because many criminals will only use locations where there is easy escape, limiting access into and back out of an area is an effective way to deter criminal activity.
- Bushmaster park has probably the worst access control of any of the parks in Flagstaff. There is virtually no access control around the park and this is one of the major factors in Policing the park and also the general feeling of insecurity in the park.
- There are at least six entrances to the park and virtually any number of exits. Frequently criminal activity is reported in the park and when the police arrive most of the suspects can escape by simply just leaving from one of the other entrances that can not be covered. A night time patrol squad is usually made up of seven or eight officers with only three or four on the east side of town. To actually have an officer at each entrance would take an entire squad and would rarely be feasible.
- One of the major Access control improvements that we suggest is creating a way for the officers to access the park with their patrol vehicles easily. This can be done simply by placing gates up to restrict all other vehicle access but placing a combination lock that only emergency personnel would know. This would allow officers to respond into the park to patrol or respond to an emergency with their vehicle. In several cases officers have already been able to drive into the park but jumping the curb and squeezing between the barriers always risks vehicle damage.

- Our suggestion is to fence the park and create three or four legitimate points of egress. It is clear that fences will not make the park impenetrable but it will lead those legitimate users and surrounding residents take notice of someone trying to climb a fence or get out of the park after committing a crime. The fence will not only allow the police to better respond to reported criminal activity but it will create the feeling of territoriality (discussed in the next principle).

- The west parking entrance appears to be the best designed and most useful entrance and should be maintained as the main entrance. It is clear for people to see who is coming into the park and it appears that most of the legitimate users already use this entrance. Our suggestion is closing off the entrance from the dirt lot behind the museum club parking lot. There is virtually no surveillance in this area and it shows. The area is littered with bottles, trash and there is even an illegitimate meeting area set up with logs to sit on while consuming alcoholic beverages. No one maintains this area and there are overgrown weeds and humps of discarded soil. It appears that the vehicle access has been limited by placing large rocks and building cement pylons but this is only a minimal deterrent to keep people from driving into the park. The dirt lot entrance off of Mount Elden should be improved with a park sign and the hours of park operation along with the rules posted. This should be the only south entrance and the “alley entrances” to both sides of this lot should be fenced off. The Thomas street entrance should also be improved with the same type of signage. The east side of the park could easily be fenced along the drainage and only one east entrance at the Siler homes side of elder identified and signs placed. While a fence around the park will be a significant expense it should create a more useful and safer park for the legitimate park users.

- 3. Territoriality: defining who uses a place is a major aspect of reducing opportunities for crime. The concept is to turn an area over to the legitimate users so that they will take ownership and responsibility for the area. This forces the illegitimate users to recognize that someone cares for the area and that they will be watched and reported for illegal activity.
 - The major improvement that we suggest is to fence the area that is the park to clearly define what is of the park and what is not. This fence, along with the added signage identifying the park and the park rules, gives the legitimate users and surrounding residents a clear message that this is their park and those breaking those rules should be confronted or reported to the police. This has already been done with the skate park but the signage and fence have not been maintained and the illegitimate users have hijacked the efforts and basically made it known through the damage that they are claiming the park. The numerous instances of graffiti damage to the restrooms have been an attempt to do the same thing. Our suggestion is that any damage to signs or property be reported and immediately removed to show that the City and the Citizens of Flagstaff own this park.

- 4. Management and Maintenance: Crime often congregates in areas that appear dilapidated or in places where litter and graffiti are rampant. In those cases it appears that no one cares and criminal activity will increase in these areas.

- The Parks Department does a good job of maintenance on the park property and we understand that maintaining this park has been a full time job. The large scale graffiti is reported and removed in a timely manner but there still less obvious damage as mentioned in the prior section. The signage on the skate park has been damaged along with the fence on the east side that has again been pried open. There are small areas of graffiti on some benches and sidewalks. This damage must be repaired in a timely manner to combat any feeling of disrepair or lack of ownership of the park. Because the fences around the park are all private some are in disrepair and it is clear some locations have been used for illegitimate egress from the park. We are sure if asked the Park maintenance crew can quote how many times they have fixed the fence or cleaned graffiti off of the bathroom but we need to make sure this is done every time and in a timely manner. This will send a message that Bushmaster is cared for and no matter how many times you try to tear it down we will keep putting it up again. This would also go for the fence around the park. At first illegitimate users are going to try to cut holes in the fence at those locations where they would like to come and go, but after their damage has been fixed several times they will get the idea. It is also going to be the responsibility of those residents living around the park and the legitimate users to report this damage if witnessed so that a clear message can be sent with arrest and prosecution.

- If it is decided that a fence is not feasible at this time, at a minimum, the area around park has to be cleaned up and the owner of this property made responsible for maintenance. A clean up effort for the lot at the south east corner would do wonders in decreasing the feeling of disrepair or abandonment that this property now holds. If the owner could place enforceable “No Trespassing” signs in this area it would also help the Police take action against those that are using this location for illegal activity.

- 5. Activity Support: This is an advanced principle in CPTED and should be used for Large scale projects such as Recreational facilities and parks. The objective of activity support is to fill an area with legitimate users to force out the abusers of the location. The one question that should be asked in activity support is “Is this area or place being used as it was intended?”

- It is clear that most of Bushmaster Park is being used as it was intended. The tennis courts, basketball courts, ramadas, and dog park are mostly used what they were designed for and for the most part none of these areas are causing the problems that have been reported at the park. The large wooded open area on the east side of the park is not really designed for anything except open space and it seems that the abusers have taken this area and made it useful to them. A number of the incidents that the Police have responded to have been intoxicated subjects drinking and passing out in the wooded area and even staying overnight in the park. There are no lights in the open wooded area and it appears during the night time the abusers use the lack of surveillance to do whatever they want. Parks employees can probably provide information on where the litter is more frequently left after some of the over night drinking parties but the only way to combat this through Environmental Design is to make this area of the park useful for a legitimate group of

users. We suggest a multi-use open grass field in this area. These fields have been well used in other parks in the city and because there is night time surveillance available we have little problems with them being abused. The daytime activity of soccer, football, or softball games will provide added activity support and increase in the legitimate users of the park to provide surveillance in the area. Because the field would not have lights it would not cause a use conflict by having sporting events at night when the nearby residents are trying to sleep.

- Another area that is dire need of activity support is the skate park itself. For the most part it does not appear the skate park is being used as it was designed. We frequently have groups of youth riding BMX in the park that was only designed for skate boards. We also have large groups of subjects that just use the skate park as a “lookout” to observe the exits and watch out for security, police or legitimate users. From our reports these groups have been using the parks for gang meetings and drug dealing along with just general loitering. If we could encourage an organized group of subjects that actually used the skate park we could push these illicit abusers to other locations and possibly even out of the park altogether. This activity support would need to be encouraged by the city but it basically would need to be up to the legitimate skate boarding community to take back the skate park or face it being removed for another legitimate activity. If there is not enough interest in using the skate park for what it was designed for it should simply be removed and something placed there that can provide legitimate users.
- 6. Displacement: In this survey we will discuss only two of the five forms of displacement. This is Place Displacement and Time Displacement. Basically this means that we are attempting to move the problem from the park to another place or cause the problem to happen during a different time. In the past this was looked as a problem with CPTED we now realize that if we can displace the criminal element it has an even harder time re-establishing itself and we can do away with the criminal activity altogether.
- As already discussed if we can make the changes suggested to the park this may have an effect on the crime that occurs there. If we can address each type of crime that we see at the park with active enforcement and serious consequences we should be able to take back the park. Unfortunately this may mean some of the legitimate users will have to give up some of their activity in the park. If we see that most of the crimes that happen at the park happen in the middle of the night when the surveillance is low and activity support is non-existent then we need to consider closing the entire Park at night. It is much easier to determine criminal activity in an area where there is not supposed to be any activity at all. We know this is a double edged sword in that if you require legitimate users to leave the park as well there will be very little surveillance to report the criminal activity. This could be balanced by a Neighborhood watch program, security or regular police patrol. If the residents that live around the park were to take an active roll in observing the park when closed and calling the police if there was any activity we could see the number of park abusers decrease during the night time hours. We also know that many of the offenses that we see inside the park are alcohol related. If we changed the city code to make consuming alcohol in the park illegal we could push some of these offenses out of

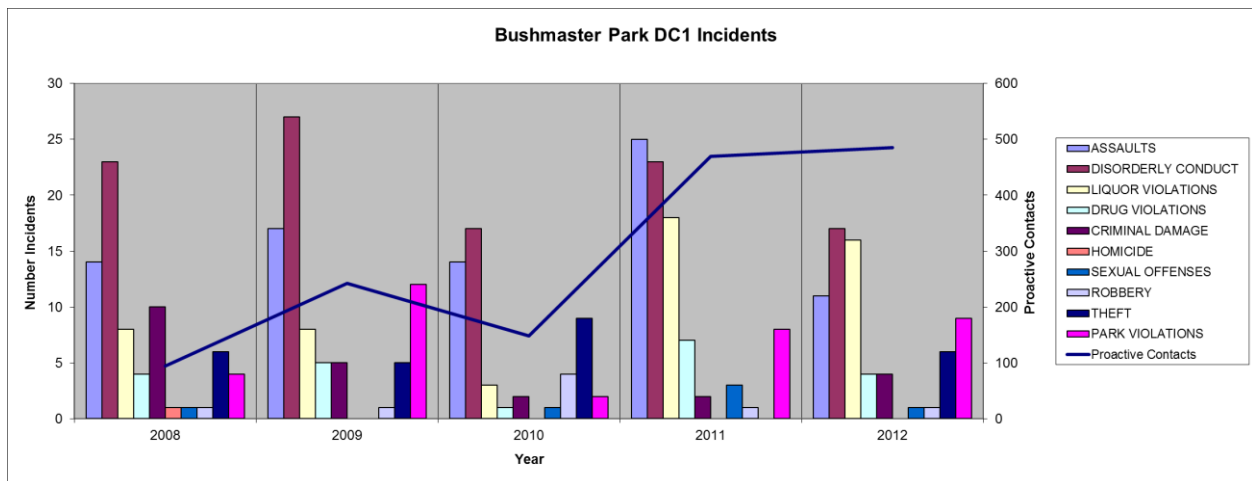
the park. This again would mean the responsible, legitimate users of the park would have to lose the right to consume alcohol in the park as well. We feel that targeting specific points of sale may have more effect to combating the alcohol offenses than an outright ban on all alcohol in the park. If some of the nearby retailers were encouraged not to sell alcohol to the chronic street alcoholics it may again displace this problem out of the park.

7. **Conflicting User Groups/ Incompatible Land uses:** Separating land uses is a common urban planning principle and can be useful for environmental reasons but it can cause negative public safety impacts.

- Although Bushmaster Park is centered mostly in a residential area and bordering a commercial shopping location no conflicting use or incompatible use could easily be identified. There is a Bowling alley and Tavern bordering the park on the south end but it appears to be far enough away that use of these businesses does not conflict with the park and vice versa. With the suggestions we have made for park improvements we have taken into account the residential area and have made no suggestions that would create obvious conflict of use.

Bushmaster Park DC1 Incidents Report

Presented by Deputy Chief (Support Services) Dan Musselman to the Bushmaster Park Concept Design meeting on April 10, 2013



Appendix G

A Beautiful Life – Hermosa Vida – Nizhoni lina – Summer 2010

A Beautiful Life - Hermosa Vida - Nizhóní Iiná – Summer 2010

Sunnyside Neighborhood – Flagstaff, AZ

Report prepared by: Lisa Jane Hardy, Ph.D., Kyle Bohan, Julio Quezada, Kelly Alleen-Willems

Funded by:

The Kresge Foundation



Acknowledgements

In February of 2010, the Kresge Foundation awarded North Country HealthCare funding for the planning of a community response to childhood obesity in the Sunnyside Neighborhood of Flagstaff, Arizona. The project came to be known as, *"A Beautiful Life – Hermosa Vida – Hozhooga 'lina."* This project and others that follow are the result of the efforts of leaders at North Country HealthCare, Sunnyside Neighborhood Association and other organizations listed under "The Players" in this report. Most importantly, this report is the result of community collaboration in the Sunnyside neighborhood of Flagstaff.

All photographs in this report are credited to the Community Researchers who took them while conducting observations and creating maps for the project research.

"Fostering healthy and safe communities for adults and children living in underserved urban and rural areas is a priority"

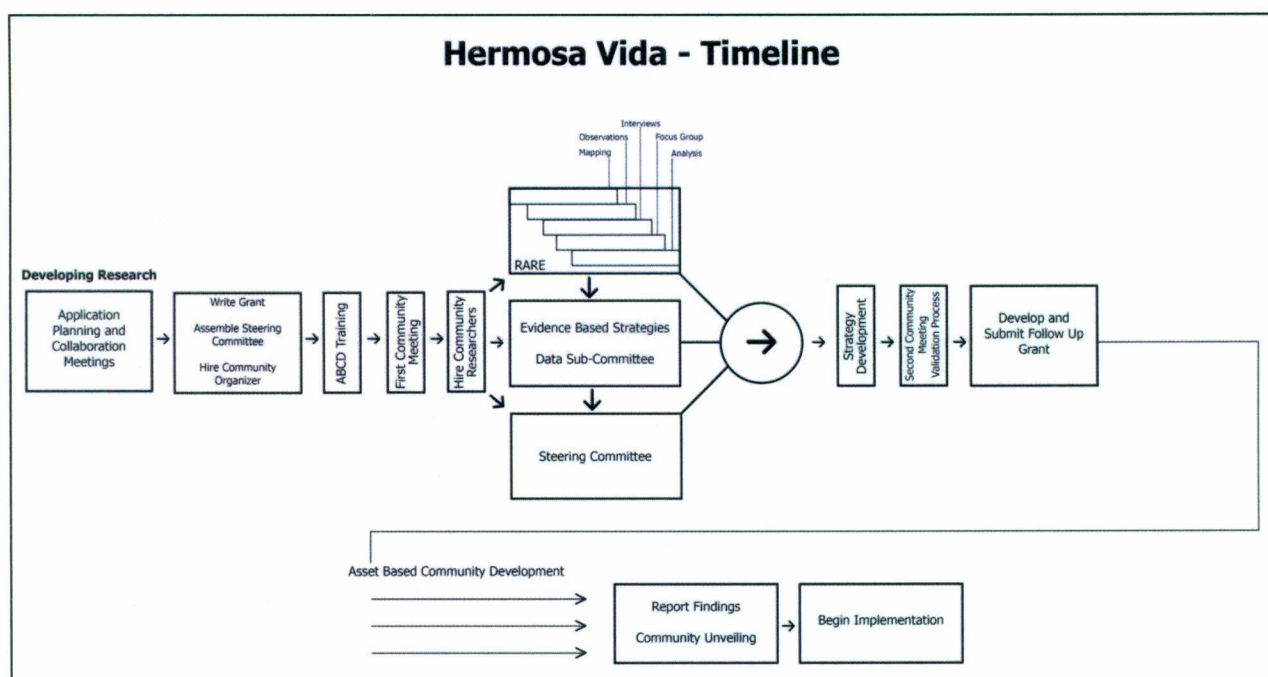
-The Kresge Foundation

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INTRODUCTION : The Project

In Winter 2010, North Country HealthCare was awarded a planning grant from the Kresge Foundation to organize a collaborative effort between local organizations to engage Flagstaff's Sunnyside Neighborhood in a process of Rapid Assessment, Response and Evaluation (RARE), Asset Based Community Development (ABCD), and strategic planning regarding the issue of childhood obesity. For nine months, North Country HealthCare—along with dedicated community members and local organizations—diligently worked to assess and engage the community while applying ethically sound and evidence-based research methodologies to guide planning efforts.



The Players

The idea for this research grew out of the on-the-ground insights of physician, Dr. Nina Souders, who works with patients from Sunnyside on a regular basis. It was the observations of Dr. Souders that Well Child visits were often ending with a diagnosis of obesity that began the conversation about how to foster healthy lifestyles and obesity prevention in Flagstaff. This project is also the result of the vision and creativity of Amanda Guay, the Principle Investigator and Outreach Director, and Rick Swanson who at the time served as the Marketing Director at North Country HealthCare. Their energy and enthusiasm brought together a group of partners and propelled this project through all of its various phases. In addition, we thank Dr. Eric

Henley, currently serving as Chief Medical Officer at North Country HealthCare who provided important insight at every level throughout the process.

Planning for this Safety-Net Enhancement Initiative relied on the hard work and commitment of North Country HealthCare's partners. Representatives from each of these entities attended long meetings, brainstormed, talked, listened, and participated in planning efforts including Flagstaff Medical Center (FMC) and FitKids of Northern Arizona, Sunnyside Neighborhood Association (SNA), Northern Arizona University's Department of Anthropology and Interdisciplinary Health Policy Institute (IHPI), Flagstaff Unified School District (FUSD), Arizona Nutrition Network, Coconino County Public Health Services District, The Arizona Department of Health Services, and City of Flagstaff Parks and Recreation Department.

Most importantly, the findings of this project rest on all of the people who live and /or work in Sunnyside who spent hours of their time talking, interviewing, participating in focus groups, attending community meetings and filling out surveys. We hope our insights truly reflect what we heard from community members and believe these insights will contribute to enhancing *Hermosa Vida* in Sunnyside.

The Research Team

Lisa Jane Hardy, Ph.D. the Lead Research Consultant, is an Instructor in the Department of Anthropology at Northern Arizona University and a fellow with the Interdisciplinary Health Policy Institute. She has worked across the United States working as an ethnographer and consultant on projects dealing with health and identity. She brought this experience to the design and implementation of the research process, training of researchers and oversight and analysis of the data.

Julio Quezada has lived in and near Sunnyside growing up and still resides in the area. He is familiar with the people, places, problems, and assets of the neighborhood. He serves the *Hermosa Vida* project as the Community Organizer through North Country HealthCare and the Sunnyside Neighborhood Association.

Kyle D. Bohan joined the *Hermosa Vida* project as a graduate student intern from the University of Arizona. He is originally from the Northern Arizona communities of Pine and Cottonwood; however, he has always enjoyed spending time with family in the cool pines of Flagstaff. Kyle is interested in community health and the impact policy and the environment have on the health of individuals. In May 2011, he will complete the degree requirements for a Master's in Public Health - Public Health Policy and Management, at which time he hopes to continue working to improve the health and well-being of people and communities.

Kelly Alleen-Willems is a graduate student at Northern Arizona University pursuing a Master's degree in Anthropology. Prior to working on this project as a community ethnographer and intern, she was unfamiliar with the Sunnyside neighborhood. She worked with this team to build on her skills in ethnographic research.

Julio Castruita has lived in and near Sunnyside for most of his life. Sunnyside has been a location his life centers around in that even when living outside of the area, he finds himself coming back to see friends, participate in activities, and work.

Maria Lopez grew up in Sunnyside. She has spent her whole life in the area and is currently actively engaged at Killip, where she works with FACTS afterschool program and in the kitchen.

Irene Montano grew up in Sunnyside and graduated from Coconino High School. She is a very active and well-known community leader. She participates in a number of leadership roles through her work at the Sunnyside Neighborhood Association and is incredibly knowledgeable and helpful in regards to addressing problems in the area.

Martin Tease currently works at the Murdoch Center in the Southside of Flagstaff where a similar RARE project was implemented in 2009. Martin offered a unique perspective as an outsider to Sunnyside who is familiar with a similarly diverse neighborhood in Flagstaff.

Cornelia Todecozy is a past Sunnyside resident who works at North Country HealthCare. She has family in Sunnyside. She is a graduate of Northern Arizona University where she earned a Bachelor's in Nursing and a Master's in Education.

Robert T. Trotter II, Ph.D. and **Miguel Vasquez Ph.D.** served as consultants and trainers.

The Place – Sunnyside

The Sunnyside neighborhood is home to over 7,000 people, which amounts to approximately 14% of the city population and covers one-square mile in the northeastern part of Flagstaff, Arizona. According to the City of Flagstaff, the Sunnyside neighborhood is one of the poorest neighborhoods in the city. In terms of ethnicity and socioeconomic status, Sunnyside is Flagstaff's most diverse neighborhood. According to the U.S Department of Housing and Urban Development (HUD), 67% of Sunnyside households qualify as low income. Many welfare recipients, immigrants, undocumented people, single-parent families, ex-offenders, and non-English speakers live in Sunnyside. In fact, according to the Census of 2000, 47% of those people who reside in the neighborhood do not speak English, over 50% receive

some type of government subsidy, and 34% are single parent female-headed households. We are also aware that the presence and struggles of undocumented individuals and families are often invisible to measures such as the U.S. census. It is clear that this neighborhood is a place where positive and healthy activities occur and also a place where people live who are suffering from struggles and health disparities.



"I grew up here so I would say it's a community. It's um...I don't know I just I feel comfortable here. I know the neighbors I know the people in the neighborhood and that's what made it easy for me to transition back into the neighborhood is that I had my roots here so it was easy for me to transition back into the neighborhood without feeling displaced"

Sunnyside is home to many multi-generational families and small family-owned businesses and is surrounded by the industrial Fourth Street and Cedar Street corridors. The diversity in ethnicity, economics, family structure and businesses is a source of pride for residents. Killip Elementary School / Community Learning Center and the connecting Ponderosa Park, serve as the hubs of the Neighborhood. Ponderosa Park has a community-centered mural, a playground, and grass where families host birthday parties, ride bikes and bring their children to play, for – in some cases—generations. Cultural events, dances, community meetings, sporting events, community BBQ's and social activities take place at Killip Elementary and Ponderosa Park.

Historically, outsiders have associated Sunnyside with the struggles of a low-income neighborhood suffering from criminal activity and blight. Through our process of research, we found that crime does indeed occur within the boundaries of Sunnyside as it does throughout Flagstaff, however the crime rates are not wildly different than they are elsewhere in the area. There are community leaders, some serving at the Sunnyside Neighborhood Association, who have worked hard over the years to enhance the reputation of Sunnyside and call attention to the positive activities that take place there. Thanks to the efforts of Coral Evans and others, the overall image of the neighborhood began to change. In recent years, criminal and gang activities - though still present - have significantly dropped. Community members replaced graffiti with murals and groups joined forces to make the Sunnyside Neighborhood the place it is today.

Sunnyside is a community containing large family networks and long-standing community organizing efforts. Occasionally, outside observers state that Sunnyside is a “real community” where everyone seems to be connected. The Sunnyside Neighborhood is home to several recreational resources such as a BMX Park, Flagstaff Recreation Center, the Joel Montalvo baseball fields, and several community gardens.



The Report

Childhood obesity is an incalculably complex issue. We do know the incidence of childhood obesity in Sunnyside – as well as other areas around the country – is on the rise. Dr. Nina Souders is a pediatrician serving this area of Flagstaff. She reports she has seen a dramatic and dangerous rise on the number of children she identifies as obese and overweight over the past several years.

“We must do everything we can to try to re-establish healthy habits in our children. Obesity is a lifelong disease for which there is no cure and no effective treatment. Unfortunately, kids are becoming obese so early in their lives now there is almost nothing I, their local pediatrician, can do to prevent it.”

-Nina Souders, MD

The factors that influence childhood obesity represent a complex web of meaning and behavior—ranging from genetic factors, lifestyle choices, and personal preferences to socioeconomic status and local, regional and national policies. An inability to accurately define childhood obesity causation makes the challenge of planning an intervention increasingly difficult. There is not one single outcome measure to describe what is causing childhood obesity in Sunnyside; similarly, there is not one guaranteed solution. This report tries to address this complexity by presenting relevant data that may aid in the guidance of planning multiple strategies for *Hermosa Vida*.

PART ONE includes the RARE approach and process of gathering and analyzing information as well as the organizing efforts and the community meetings.

PART TWO includes efforts to incorporate themes found in the RARE research and recommendations found in Public Health and Biomedical literature to guide the collection and analysis of secondary Body Mass Index (BMI) data, surrogate measures of childhood obesity, and social determinants of health data specific to the Sunnyside Neighborhood.

PART ONE: ASSESSMENT

OVERVIEW

Asset Based Community Development (ABCD)

Hermosa Vida began with the introduction of the Asset Based Community Development organizing model. The foundation of the perspective behind ABCD is that communities should identify the gifts within the community and draw on those for positive change.

The process we used was roughly modeled around ABCD to organize the community in addition to our research. The Hermosa Vida team planned and delivered a community wide training on ABCD with leaders Mike Green, and Ron Dwyer-Voss. We then developed a model of using the insights from ABCD and localizing the process to the Sunnyside community. In response to the needs of the community and critiques of ABCD, we expanded the model to include a strong focus on the impact of all levels of policy on the neighborhood. We investigated the social boundaries of the neighborhood, as well as the externally defined boundaries through the use of RARE.



Flagstaff City Council member Coral Evans, left, and Irene Montano, The Sunnyside Neighborhood Association of Flagstaff Inc. Photo by Frank X. Moraga/Shooting Star Communications

Community Meeting

We introduced Hermosa Vida through a community meeting. Approximately 80 people attended this meeting in order to learn about the project and provide input on the assets in the neighborhood. Following the community meeting, the research process began. These were the goals of the community meeting:

- Foster and enhance relationships with community members who will be key collaborators throughout the project
- Identify volunteers, leaders, Community Researchers, cultural experts, residents, businesses, and service providers, and interview focus group participants
- Collect pilot data that will inform subsequent research
- Identify assets, gatekeepers, corridors and connections within the community
- Ask participants to see their community with “new eyes,” by investigating different aspects of their surroundings
- Identify questions, social determinants of health and issues community members thought to be vital within Sunnyside
- Generate excitement and involvement
- Produce several asset maps to inform the project team of the community’s viewpoints
- Raise awareness around existing health resources



Julio Cesar Quezada, community organizer for The Sunnyside Neighborhood Association of Flagstaff Inc./Weed & Seed, explains the benefits of the Hermosa Vida program.

At the conclusion of the meeting, the research team then evaluated the data and began the RARE process.

Rapid Assessment, Response, and Evaluation

RARE is both a research approach and a set of methods that are community engaged; academic researchers train and work alongside Community Researchers. Global entities such as WHO and CDC, have successfully implemented RARE around the world.¹ Researchers have subsequently used it to explore and make recommendations on a variety of topics and communities. For the purposes of this project, we began with the RARE model and adapted it to the needs of the project and the Sunnyside Neighborhood. Community Researchers received methods training and gathered a wealth of rich data from “community experts” living or working in the Sunnyside Neighborhood, providers, and educators who serve the Sunnyside community. The focus of RARE included a broad-based approach to learning about life in Sunnyside. While obesity was a main focus of the research, it was a topic researchers investigated later in the process after they developed a picture of the struggles and assets of the neighborhood with a wide lens. This is the first time researchers have used RARE to investigate childhood obesity.

RARE provides a process to assess and respond to local problems related to social, environmental, and physical health. Community Researchers participating in the Hermosa Vida project used RARE to study the community on broad topics such as the environment, safety, local knowledge, local assets, values, lifestyles, and other factors related to the problem of obesity in the Sunnyside neighborhood. In addition, RARE assisted in prevention and treatment planning for the future.

RARE began early in the summer of 2010 when the Community Organizer and the Lead Researcher interviewed, selected, and hired five researchers from the community and added two graduate student interns. This group consisted of a variety of people from inside and outside the neighborhood, which provided a useful mix of perspectives throughout the research project. Those who were familiar with Sunnyside shared their knowledge and experience of the place, people, and history of the area. Other researchers contributed “fresh eyes” to the neighborhood and topics that arose from the research. Researchers represented a wide range of ages, ethnicities, language proficiency and overall life experiences.

Methods

The eight-week research process integrated a toolkit of methods including social mapping, observation, surveys, interviews, focus groups and journaling. At the beginning of the process NAU anthropologists trained team members on how to conduct research. From that point forward, the lead researcher moderated weekly meetings, where researchers reflected on the data they collected, developed and refined research tools, and participated in analysis of incoming data. One of the most valuable aspects of this process included the ability for researchers to reflect on incoming data using their own observations and experiences, bringing an important depth to the findings. Sampling for the research included recruitment by the Community Organizer and members of the team who worked together to identify participants, including community leaders, physicians and educators who serve the Sunnyside community, and residents who may or may not be involved in community action. Team members worked to ensure the recruitment of participants who represented a cross section of gender, ethnicity, age and socioeconomic status.

Maps

The project began with a social mapping activity. Researchers created social maps of the neighborhood whereby they identified patterns of the social use of space and areas they thought were significant within the neighborhood. Two person researcher teams developed hand drawn maps and a collection of digital photographs. The team then collaboratively developed a composite map listing assets, problem areas and other observations. Researchers also selected social spaces as targets for future observations and the distribution of surveys.

Surveys

The team developed surveys together that asked questions around lifestyle choices and distributed them to residents, shoppers, business owners and educators in the Sunnyside area.

Interviews

The most in-depth data collection came from semi-structured interviews for which the lead researcher developed an interview guide that the team continued to revise throughout the process. Each interview lasted one to two hours and researchers audio recorded them in full. At the conclusions of each interview researchers took detailed notes and memos revealing emerging themes and details of the interview. Each participant received a gift card at the conclusion of the interview. The guide questions included broad topics related to: wellness; obesity; food; and physical activity.

Focus groups

Once the interviews were well underway, the team planned and moderated focus groups to investigate the social aspects of data they collected during the interview phase of research. Each focus group was designed to obtain social data from different groups within the neighborhood. Focus groups lasted one-two hours and note takers observed and took detailed notes and audio recordings. Participants received gift cards for their participation.

Method of Data Collection	Number of Participants
Surveys	53
Interviews	36
Focus Groups	31
Journal Activity	11

Analysis

Every week the research team met to analyze findings and develop ongoing methods. Toward the end of the project the team began to focus in on health and obesity and develop strategies. In the final weeks of the project team members brainstormed about potential strategies for prevention and healthy lifestyles that reflected the themes that emerged throughout the research process. The researchers then presented these findings to the Steering Committee and compared them with evidence based strategies in order to determine which strategies would be most realistic and effective in Sunnyside.

The Research Team

The overall team included a Lead Researcher, a Community Organizer, two graduate student interns and five Community Researchers. The role of the Lead Researcher included the following: collaboratively developing the RARE training and designing the implementation of RARE for the specific project; collaboratively creating interview guides; training and mentoring researchers; conducting research alongside the team; working with the steering committee and interns to engage in a process of feedback about process and results; guiding the overall analysis of data and disseminating research results. The Community Organizer occupied a variety of roles including the following: administrative support; developing and enhancing important community relationships; conducting research and analyzing results and working with the steering committee at large. A graduate student intern served as a peripheral member of the research team. His role included collecting quantitative data and participating in dialogues about his findings and the findings of RARE so the two data sets could inform one another throughout the entire duration of the project.

Community Meeting II

RARE also includes a plan for validating the research findings. For this project, we organized a final community meeting where facilitators presented themes that emerged from the research process, presented a menu of potential strategies for intervention and asked for community responses. The meeting included tables, both in English and Spanish, where participants learned about resulting themes, discussed strategies for each one, and then finally voted on which strategies they deemed to be most important to the neighborhood. At the conclusion of the research, the Steering Committee analyzed the findings from the meeting and began an in-depth process of determining which strategies were most effective according to local data, community support and evidence based strategies from around the country. All of the final strategies that resulted from the data and from this process are fully grounded in local research results produced by the RARE process.

THEMES & STRATEGIES

Our research process yielded a variety of results we organized into the categories of safety and mobility, community, and health. Next, we developed a list of potential strategies within each category. At first glance, the themes may not appear to be directly related to childhood obesity; however, through the analysis of our broad based data we identified important themes that are either directly or indirectly related to social determinants of health, overall wellness, healthy lifestyles and obesity. We also identified Policy as an important category. We thought it was important to analyze our policy related findings as their own theme, however, for the purposes of this report we include policy level findings within other categories. Each theme includes community level *and* policy level insights and strategies.

Safety and Mobility / Built Environment

As soon as we began talking with people around the neighborhood we began to hear about local pride in the neighborhood, as well as concern over public intoxication and crime. This theme encompasses a variety of experiences from feelings of fear around public spaces in the neighborhood and worry over the potential for police harassment, to pride in neighborhood upkeep in certain areas of Sunnyside. People's ability to move freely around a neighborhood clearly impacts their propensity for participating in healthy outdoor activities. This is a strategic area that provides opportunities for neighborhood change that may potentially have a direct impact on the health and wellbeing of children.



Dimensions

Crime & Fear

Sunnyside has historically been considered a neighborhood suffering from crime. While crime rates have dropped significantly in recent years, there are still some incidents of crime within the boundaries of the neighborhood. However, A collective memory of dangerous criminal activity remains, which continues to impact the way people think about public space. One participant recalled walking her sister around the neighborhood because her sister was afraid to walk alone after an incident that occurred a number of years ago when a man came in through her screen door and, “took a coffee cup out of her hand.” The memory of crime is not uncommon among long-time residents.

“When I was growing up I could run to my auntie’s house and no one was there and the door was open. I could walk right in. I’m more terrified now than I was then. Times are changing.”

– long time Sunnyside resident

“Whether it’s true or not, I don’t know that it’s a gangbanger violent place... don’t walk down the street at night type of place. Whether it’s real or perceived, I don’t know but that needs to be fixed. Either the reality needs to be fixed or the perception needs to be fixed. That’s probably one of the biggest detriments of Sunnyside...”

-Sunnyside Resident

Residents of Sunnyside also worry when there is no crime. This reputation of the neighborhood at times, some say, prevents residents from allowing their children to play

outside and prevents outsiders from visiting the neighborhood. Police in Sunnyside put forth efforts to ascertain the needs and desires of local residents and business owners to continue to reduce crime. The Sunnyside Neighborhood Association continues to monitor media attention on Sunnyside making sure to contest inaccurate media information that increases poor public perceptions of the neighborhood.

Social Use of Space

The built environment in Sunnyside does offer opportunities for outdoor play and social activities. In many cases, however, the way people use the space does not match the physical environment. Fences, for example, surround several popular outdoor areas. These fences were designed and built in order to protect children within playground spaces from running out and to keep intoxicated people away from those children. Through survey and interview data, as well as observation, the research team found not only were the fences inadequate at serving their purpose, but children and teenagers often broke through or in many cases climbed over fences to get where they were going. During one interview in the park, a child climbed over the fence leaving a bleeding gash in his thigh. The fences also did not seem to serve as adequate deterrents for people engaging in drinking and drug use in public.



The research team determined that park use in Sunnyside is often sporadic and defined. Many people use the parks for specific events, such as birthday parties or basketball games. During daytime hours people do walk through the parks. Still researchers observed little down time activities where families, groups or individuals were socializing or playing in the parks. On

one summer day, for example, researchers were conducting a formal observation of a park and noted teenagers were more likely to spend time socializing inside a store across the street while the park remained empty.

Residents continue to use public space for different purposes, and in many cases attempt to modify the space for their own use. There are opportunities here for the assessment of public space in Sunnyside and efforts to landscape and redesign several areas to increase usability for the people who live there.

Public Intoxication

Adults and teens in Sunnyside complain that the presence of intoxicated people in public spaces creates a serious deterrent to outdoor recreational activities in and around the neighborhood. Time and time again, interview participants reiterated the phrase, “drunks in the park.” During observations, researchers noted people under the influence using profanity and approaching others in playgrounds where young children were present. Similarly, youth recount stories of unusual behavior in playgrounds they find alarming and bothersome, such as public urination, in areas near playground equipment.

“There’s a lot of what you call drunks that pass by; so if I have a kid I don’t feel secure because of the people that go through, that pass by.”

-Long time Sunnyside resident

“Parks are dangerous. Drug trafficking, drunks, molesters. No parks are safe at night.”

-Teen at a focus group

The fear and reality of public intoxication is a complicated issue in Sunnyside. It rose to the top as a major concern and detriment for healthy lifestyles. Researchers also acknowledge there is no easy answer to this problem. Many of those people who are called, “drunks in the park,” are also suffering. This is one area, which needs serious attention in Flagstaff. While there was some disagreement within the group on this issue, several researchers agreed that positive strategies might not be designed primarily to punish those people who may also need help. We identified a need in Flagstaff for positive resources to assist people with addictions while also fostering safe and drug-free spaces for children to play.

Policy & Police

Over the years, various individual police officers and squads have served the Sunnyside area. Many residents expressed their respect for police personnel as a positive force within the neighborhood; stating specifically the current squad contains a dedicated group of officers who are actively involved in the community. The activities of the squad, such as late night basketball challenges within the neighborhood, are generally well received. Some long-term residents,

however, have memories and fears of police harassment possibly hindering their mobility around the neighborhood.

Participants who grew up in or around Sunnyside remember gang squads who approached groups of kids in the park and asked them for their names and other information. These actions of police members eventually resulted in youth who consistently sought places to hide. These youth also viewed police on a continuum ranging from unhelpful to dangerous. While some people fear police due to historic associations with criminal behavior, others talk about negative interactions that happened within the neighborhood that did not involve crime.

Immigration policy

The passage of Senate Bill 1070 (SB 1070), an immigration policy, in the State of Arizona in 2010 created and enflamed a painful rift in Sunnyside that involves people's healthy lives as well as their relationships with law enforcement. Most of the research for this project took place between the passage of SB 1070 and the date when it was placed under preliminary injunction. Sunnyside houses multiple individuals who identify themselves Chicanos or Mexicans, some of whom are either undocumented or associate with undocumented people within their families or social circles. Once the bill passed, many residents left the state and/or began to hide out due to the fear of being arrested. Some have also suggested the possibility that implementation of this policy creates the potential to cause problems in police relationships with local residents and local reporting. According to our interview data, those people who used to have a positive rapport with police now hid from them and no longer reported events and concerns in the neighborhood. We only have interview and observational data to support these claims, however, we are interested in researching this in more detail in the future. We also heard complaints about racial profiling in Sunnyside from times before the passage of SB 1070. One resident told a story of being pulled over time and time again due, she thought, to a bumper sticker on her car that indicated a relationship to Mexico. Profiling is a common complaint among residents living in Sunnyside.

SB 1070 is, however, a point of serious debate within the neighborhood. Many residents support the passage of this bill and feel it will enhance the quality of the neighborhood and the functioning of the state. As researchers, we did not take a political position on the bill, however, we did consider the impacts of the passage and implementation of the bill on the ability for neighborhood residents to move about the neighborhood, interact with law enforcement, and/or obtain healthy lifestyles. Given its passage during the time of our research, we could not ignore the present and potential long term impact of SB 1070 within and around Sunnyside.

“Before you could help the neighbor, you know like if the neighbor needed like a babysitter they would ask you...now you can’t even walk on the streets because the police will stop you...it’s really kind of sad that it changed....”

-Resident

Property Maintenance

In general, residents dislike the problem of trash in yards in Sunnyside and cite it often as a cause for concern and embarrassment. While some properties are meticulously maintained, others have cars on the grass, trash in the yards and other visual markers of disrepair. These yards are considered to be eyesores by many residents and seem to create a situation where it is less likely for either insiders or outsiders of Sunnyside will move about the neighborhood.



Sidewalks, Residential Areas & Shopping

Sunnyside houses a variety of businesses, however many of them are scattered throughout the neighborhood and sit along the periphery in what many call a pattern of “swiss cheese.” There are concerted efforts to revitalize and enhance the corridor as part of the city’s Fourth Street North Corridor Study. The Fourth Street Corridor enhancement is expected to be completed by early 2011. However, at this time Fourth Street houses businesses along with empty buildings and lots; and traffic patterns do not encourage a walkable downtown experience.

Strategies

- Walking tours of significant neighborhood spaces, homes, businesses and landmarks
- Assessment and landscaping of public parks in consultation with the Parks and Recreation Department
- Wet houses for people who need assistance and a place to go who are suffering from the excessive use of drugs and alcohol
- Creating and maintaining pocket parks, gardens and greenhouses
- Activities in the park
- Passage and enforcement of a Property Maintenance Ordinance
- Dialogue with police about increasing mobility for the prevention of obesity
- Open Container ordinance passed and enforced
- Park monitors who check out toys and have a sign in sheet for children

Community

Long time Sunnyside residents take pride in the sense of community they have developed over, in some cases, multiple generations. Residents in some areas of the neighborhood know their neighbors and take special care to watch out for people in need, such as older residents who may not have the ability to shovel snow or may need special assistance. It is also true that there are divisions between groups, such as fences and “no trespassing” signs throughout Sunnyside, and some residents worry there is not enough, or should be more, in terms of inclusive community. Overall, we ascertained that research participants enjoy community events and are conscious of a very tangible desire to increase community participation and “get to know the neighbors.”

Dimensions

Social Connections

Protectiveness of neighbors is viewed within Sunnyside as a positive aspect of life. Those families who lived there for many years report enjoying memories of playing with cousins as children and now encourage their own children to play with the children of their cousins. There are quite a few community members who take note of what people are doing in the neighborhood and report anything unusual to the Sunnyside Neighborhood Association in attempts to keep the neighborhood safe. Community park events hosted by the neighborhood association are usually well attended and include the annual Fiesta de Mayo and La Joya-Fiesta de Independencia. In 2008, over 10,000 people attended the 10th annual Fiesta de Mayo Celebration which was a three day event. In past years, the event has attracted crowds of up to 25,000 individuals.



"Everybody knows everybody and people have become protective of their neighbors and I seen it during the winter, the young people, the elderly, they are over there shoveling their driveways you know things like that...I see a lot of concern when people come in even to me and they'll say have you seen 'Mrs. Buena, maybe we should check on her'everybody knows. They're protective of each other. You know they take care of each other..."

-Long time resident

"The diverse cultures here, you know we have a school here that's Navajo, Spanish and English and I thought we were the state that didn't condone Spanish speaking schools. That's what I thought, but yet Flagstaff wants to be different and establishes themselves to be different and so people in the communities need to take pride in that."

-Long time resident

Social Divisions

There are real social divisions between ethnic groups in Sunnyside. These social divisions result in changing attitudes about other people, as well as access to neighborhood resources. These divisions appear to impact youth, specifically in the high schools. Some people divide themselves between the identity of being Chicano, or long time Hispanic residents of the neighborhood, and Mexican, or more recent immigrants. Another division sets Native Americans apart from others in the neighborhood. We heard phrases, which underscored these divisions such as, "the natives like to play basketball," and others that illustrated strong divisions between social groups defined by ethnic identity within the setting of high schools.



"[We like to] go to the mall, ride bikes, parties, sit at home and play videos or if you're white then you go the mall 'oh my god I like that shirt...' The people that live beyond the mall are white girls that drive around in their daddies Mercedes, [the groups include] jocks, nerds, black people, white people..."

-Youth focus group comment

Local Networks, Trust & Respect

It is clear through qualitative data there are strong and important networks of trust and respect within Sunnyside. Efforts to create social change or even assess needs within Sunnyside are most successful when involved parties come from the inside (there are needs assessments and local strategies currently underway within this neighborhood). "Outsiders" must prove their investment in Sunnyside before they will achieve a position of respect with regard to educational programs, participation and service within Sunnyside. The importance of insider trust is also reflected in the "don't snitch" practices of youth in the neighborhood.

People also think about the spaces of the neighborhood as being marked by their relationships with family and friends. On maps, participants drew houses that belonged to family members as important landmarks in their lives. Some also spoke of spaces in the neighborhood as being defined by the people who lived there.

"I say where I live and people don't know, but if I say I live near so-and-so then we have something..."

-Resident

Desire for Community

We heard repeatedly from residents of Sunnyside an appreciation for existing community events and a desire for more outlets and opportunities to meet and socialize with neighbors. The majority of participants we interviewed reflected the sentiment that, “there is nothing for youth to do.” There are some important youth events such as a youth group that runs out of the neighborhood association. The Sunnyside I.A.M. Youth Leadership Development Program provides the neighborhood’s youth, aged 9-18, with a comprehensive mentoring and community service program. I.A.M. This group hosts candle light vigils, dances, fundraisers, community service projects, events and contests in the area.

Strategies

- Events in the park
- Planning and construction of a central square for gatherings/movies/etc.
- Free community or city sports leagues that welcome everyone
- In school trainings around identity and difference
- Locally engaged and embedded assessment, evaluation and implementation
- Youth building and participation projects

Health

We found many residents of Sunnyside uphold ideals of what it means to live a healthy life. In many cases, however, residents felt they were unable to obtain the lives they would like for themselves or their children due to challenges such as long working hours and rushed schedules. Most residents felt obesity was a bad word, indicating blame and shame. On the other hand, we found many health care providers and health educators believed residents did not possess the necessary knowledge to cook and eat well or promote sufficient physical activity in their homes for their children and themselves.

Dimensions

Providers & Educators

We found providers and educators who serve (and sometimes reside in) the Sunnyside community struggled with frustrations over time and structural limits to the amount of information about the lives of Sunnyside residents. Another frustration included their ability to communicate overarching messages about health and healthy lifestyles in physician appointments or educational programs. We identified some perceptions that proliferated among this group did not always match the experiences of residents. While providers and educators did acknowledge the structural barriers Sunnyside residents face (few financial

resources, access to healthy foods, etc.), some also reinforced ideas that some residents encountered cultural barriers to health knowledge or had insufficient knowledge of healthy behaviors. While in some cases this may be the case, our research suggested residents did in fact have knowledge of healthy behaviors and foods, however, they were unable to incorporate these practices into their everyday lives.



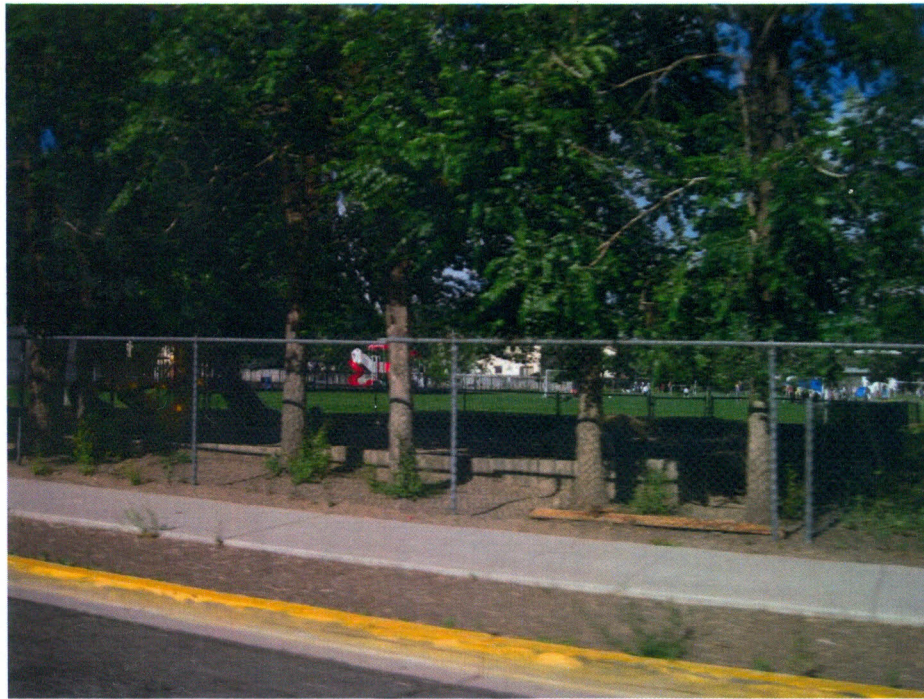
Existing Health Education Programs

Though residents were aware of some existing health education programs, we also heard some dissatisfaction with them. One reason for the dissatisfaction was the idea of people who present the information, both physicians and educators, are often not insiders to the community and therefore not trusted community members.

“Um, the people who are doing, they’re people that aren’t healthy but they’re like...you see all these like skinny people walking into the classrooms like really skinny people that you wouldn’t see yourself as and like they try to explain what’s healthy and not...”

Bodies

One of our research methods included asking participants to draw pictures of healthy and unhealthy bodies. We found that many residents drew healthy bodies as large in size, engaged in physical activity and embedded in a social context (a figure standing near family members and a house with a basketball for example) and unhealthy bodies as skinny and inactive (stick figures lying on the couch).



Lifestyles

Families cited a variety of challenges to healthy living. Among these challenges were lack of financial resources and health insurance, long work hours, and insufficient options for child-related physical activity. One participant lamented although he knew video games were not the healthiest option, his son played hours of games because the participant and his wife were usually too tired after long workdays to help him find other options. He also stated he hoped his son's skills at the sports games would one day translate into success in physical fitness.

Given recent studies that correlate the activities of pregnant mothers and the health outcomes of their babies later in life, we asked questions around pregnancy. We did not, however, collect enough data to make conclusive statements and there are significant gaps in our research. Instead, we suggest this as an area for further research potential. The following findings are based on limited research. We found many residents enjoyed practicing culturally specific rituals around pregnancy. Many mothers attributed short, trouble-free labors with physical fitness. Those who had long labors lamented they should have been in better health at the time of their pregnancy, thus, blaming themselves for their difficult labors. On the other hand, those who had short labors often attributed this to their ability to remain fit, illustrating some pride in their activities during pregnancy. We found variable attitudes about breastfeeding. Among Latino residents we interviewed, one father told us his wife breastfed their children until they were close to three years old even though other family members were

unsupportive of this. We also encountered mothers who insisted breastfeeding past six months was not beneficial and actually detrimental to the wellbeing of babies and children.



There was a clear distinction between the pregnancy expectations and behaviors of Chicanos and Mexicans in Sunnyside. We heard women discussing these differences as though there were more cultural healing traditions practiced by Mexican women and these women might consider the comments or ideas of Chicanas to be incorrect. One woman said, “They [Mexicans] won’t listen to us because they don’t think we know anything.” Mothers who were newer residents to the United States still may attempt to preserve traditional ideas about pregnancy related behaviors including avoiding all fatty food for forty days after giving birth. Chicanas might be less likely to observe these rituals, however, they remember them and discussed them as being important aspects of pregnancy and childbirth even when they are unwilling or unable to observe them in their own lives.

Violence

Violence – including domestic violence – is an issue that impacts Sunnyside as it does other neighborhoods in Flagstaff and throughout the country. Clearly this issue influences the overall health and wellbeing of adults and children in Sunnyside. Though we identified this as a major factor in achieving healthy lifestyles and an area that requires more research, we did not collect conclusive information on this topic. We identify it as an area needing attention in future research projects on healthy lifestyles in Sunnyside.



"Obesity"

Providers and educators for the most part cited connections between obesity and long-term health outcomes when we asked them about the term obesity. Residents on the other hand discussed stigma and blame with regard to obesity more than anything else. We also interviewed participants who had children diagnosed with obesity who felt the diagnosis was depressing for their children, maddening for them, and did not empower them to try to change the lifestyle of the child. In one case, a father described becoming enraged when a health care provider told his daughter she was obese. We suggest there may be correlations between diagnoses styles and the ability and desire for kids to access resources (such as FitKids of Northern Arizona), which also vary by gender, however we do not have sufficient evidence to make this claim.

One mother reported a nurse told her daughter she was obese in this way: "oh my god! You weigh 90 pounds! Oh my god!" Her daughter left very upset and "didn't eat for a week" because "that lady destroyed her."

School food and gym class

We found the youth often feel dissatisfied with food choices in school lunches or the offerings of their physical education courses. Some of these constraints are related to policies that limit food choices and activities at school.



"[Need] More variety – every day at our school we have pizza, pizza, pizza, pizza, pizza every day at our school!!"

"I eat the teacher lunch, I pay for a teacher lunch...because this Mexican lady came in and made everything homemade. She made mashed potatoes, meatloaf all kinds of stuff! The school lunch the hamburgers are cold inside the fries are too salty it's everything it's nasty!"

"When we did PE at Coconino we just played games! We didn't really work out too much..."
Teen at focus group

"It would be nice to get more into the policy at the school system because our kids spend a considerable amount of time there."

-Adult participant

Strategies

- Engage in physician and patient education or the development of consistent educational materials
- Further assessment of physician diagnoses of obesity
- Re-brand obesity in diagnoses
- Promote policies that encourage breastfeeding at local hospital
- Work toward improving school lunch and physical education program policies
- Offer in school and after school healthy activities including recess activities and healthy
- Eating/cooking activities that require parental involvement

CONCLUSION

These strategies do not represent an exhaustive list of themes or resulting strategies. In some cases, some of these ideas were already underway in the neighborhood. Our intent in pulling out these strategies is to identify those that could be realistically addressed in Sunnyside by one or more community organizations or through policy level change. It is our hope that the productive efforts underway in Sunnyside and those to come will continue to draw on the assets within the neighborhood and Flagstaff as a whole to address health disparities through policy and community level action.

PART TWO: QUANTITATIVE REPORT

See attached document

APPENDICES

¹ (Trotter 2001; Needle et al 2003).

Appendix H

Selected Resources

1. Betz, E. (January 31, 2013). 3 stabbed in Bushmaster brawl. Arizona Daily Sun. Retrieved from http://azdailysun.com/news/local/crime-and-courts/stabbed-in-bushmaster-brawl/article_7bf3e468-3f06-58b2-adb4-2671fbb0f505.html
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1. Selected Resources

3 stabbed in Bushmaster brawl



Bushmaster Stabbings

Josh Biggs

Flagstaff police write down details about a lone car with a bullet hole in the right rear window left in Bushmaster Park after Wednesday's triple stabbing in the park. (Josh Biggs/Arizona Daily Sun)

Three people were stabbed and two shots were fired after opposing groups of youths met to fight in Bushmaster Park at about 1:30 p.m. Wednesday.

The fight had an Arizona Department of Public Safety helicopter circling in eastside skies and put nearby Thomas Elementary School on a temporary lockdown.

All five subjects, men between 17 and 21 years old, are in custody. All five required medical treatment, either for stab wounds or "stress-related injuries," according to police.

News of the shooting dominated a neighborhood meeting last night that was already scheduled to discuss the decreasing crime rate at Bushmaster Park and ways to get more legitimate users in the park.

"I had a lot of positive stuff to share going into the meeting until today," Flagstaff Police Officer Ken Durbin told a group of Greenlaw residents gathered at Thomas Elementary School.

Police are not yet certain if the suspects were gang members, but investigators do not believe this was part of any turf war.

"It was an isolated incident that two groups of basically kids came together to the park to fistfight," said Lt. Lance Roberts of the Flagstaff Police Department. "When things started getting bad, two rounds went off."

Two city of Flagstaff maintenance workers saw the group brawling and went over to break it up, but they stopped in their tracks when two gunshots rang out.

Officers were at the park within 30 seconds of the workers' 911 call, Roberts said.

No one was shot during the fight. Officials say a handgun was found at the scene. One person involved told police the gun was fired to scare the other group. However, a 1990s gold Cadillac with a bullet hole was abandoned at the scene.

At least one of the men was found by officers who followed his footprints. Police stopped another vehicle in the area of Fourth Street and East Butler Avenue, according to officials.

"They brought knives to a fistfight in Bushmaster Park because it's a gathering place," Roberts said. "When the other group started getting the best of them, they pulled out the gun."

The gunshots shattered what has been a period of relative quiet in the park. Assaults in the park are at a six-year low.

Eric Betz can be reached at 556-2250 or ebetz@azdailysun.com.

Crime in Bushmaster Park - Assault Disorderly Conduct

2007 12 10

2008 14 23

2009 17 27

2010 14 17

2011 25 23

2012 11 17

Source: Flagstaff Police DepartmentSource: Betz, E. (January 31, 2013). Bushmaster neighbors: Increase park use. Arizona Daily Sun. Retrieved from http://azdailysun.com/news/local/crime-and-courts/bushmaster-neighbors-increase-park-use/article_dd3da804-6bbb-11e2-a4ed-0019bb2963f4.html

2. Selected Resources

Bushmaster neighbors: Increase park use

A group of city employees met last week to discuss public perceptions of Bushmaster as being dangerous and ways to develop the east side of the park, which many say is neglected. Flagstaff City Manager Kevin Burke is enthusiastic about developing the open space at the park, officials said.

The main idea being considered is a community garden.

There's still about \$1.1 million dollars left over from a 1998 parks bond that officials are considering using for Bushmaster Park development.

A meeting is scheduled for Feb. 11 at 5:30 p.m. at the Sunnyside Neighborhood Association to discuss how to develop the park. Several residents at Wednesday's neighborhood meeting scoffed at the idea of a garden in the park's open space, as there is little sunshine for growing vegetables. Others mentioned that today's scuffle actually happened in the parking lot, and not the east side of the park.

Marguerite Hendrie, who runs the Bushmaster Park Watch website and helps organize neighborhood meetings, said she hoped people would translate their sense of frustration with Bushmaster Park into action. Hendrie said that prior meetings have suffered from low turnout.

The previous meeting drew four people, but more than two dozen attended Wednesday's meeting.

Hendrie implored residents to express their views of park development on the Bushmaster Park Watch community forum with the goal of bringing more legitimate users into the park.

"I have my 2-year-old," she said. "I don't want stabbings in my park, either."

Others suggested cultural celebrations, sports competitions and fundraisers. Several others expressed frustration that Bushmaster has a rarely used dog walk park -- they have to drive to Thorpe Park to find other dogs for their animals to play with. The residents exchanged information to coordinate play times.

Lt. Lance Roberts of the Flagstaff Police Department bluntly told the group if they wanted things to change they had to do something more than talk about it. "This is your park," he said. "If you don't step up to the plate, nothing is going to get done."

The next Bushmaster Park community meeting will be held at Thomas Elementary School at 6 p.m. on Feb. 20.

Source: Betz, E. (January 31, 2013). Bushmaster neighbors: Increase park use. Arizona Daily Sun. Retrieved from http://azdailysun.com/news/local/crime-and-courts/bushmaster-neighbors-increase-park-use/article_dd3da804-6bbb-11e2-a4ed-0019bb2963f4.html

3. Selected Resources

Dog Park Establishment Procedures

The purpose of this document is to establish planning and evaluation criteria, policies and procedures for the establishment of two separate types of off leash areas within urban park areas within the incorporated limits of the City of Boulder. The citizens of Boulder approved in November 1996, a process to grant exceptions to the leash laws in city owned park and open space lands within the incorporated areas of Boulder. In response to citizen interest, the City of Boulder has recognized the need to set aside parcels of park land for the primary use of allowing residents to exercise their dogs off leash. As such, this document will identify procedures and the process involved in establishing these sites and evaluating their use.

Types of Off Leash Areas

1. Fenced Dog Training and Exercise Areas (Dog Parks)- These areas will be established to allow dogs who are not yet trained in voice and sight commands to be able to practice these skills in a fenced environment off leash. It is anticipated that two or three pilot sites will be chosen in 1997 within city limits in various geographic areas of the City to test these sites. The fenced dog training and exercise areas will be no less than of one (1) acre in size. A minimum number of park amenities will be established for these sites.
2. Voice and Sight Control Areas - These areas will be established in a variety of city park and open space lands within city limits. The voice and sight areas will be established to allow dogs who are fully trained in voice and sight command to utilize non-fenced, designated areas without leashes. These sites will be adequately marked and may have will have some types of amenities found in park sites. These sites will not be established under a pilot program.

Planning Criteria for the Development of Fenced Dog Training and Exercise Areas

In order to determine the effectiveness of both fenced dog exercise and training areas, two pilot sites will be established during the initial year in two distinct geographic areas of the City. The following are the criteria that will be used to determine the establishment of these sites:

1. Size - Minimum size proposed for fenced dog parks will be 1 acre up to 5 acres in size.
2. Geographical Distribution - The pilot sites will be located in two areas of the City. One site will be located north of Arapahoe and the other site will be located south of Arapahoe.
3. Parking - Since it is anticipated that these sites will be regional in nature, adequate parking will be important to provide based on the expected usage of the park.

4. Fencing - Chain link or similar type of fencing with a minimum of two or more self closing gates, 4-5 feet high will be needed to protect other users of the park from dogs which are being trained in voice and sight control.

5. Environmental Factors - Dog Parks should not be located in environmentally sensitive areas that include unique wildlife habitat or where impacts of the fenced area will change the environmental balance negatively. Additionally, dog parks should not be located on unstable soils and easily eroded slopes.

6. Noise - Fenced dog areas should not be located closer than 150 feet from the nearest resident to create a buffer effect. Additionally, if practical, every effort should be made to locate fenced areas adjacent to tree lines or hillsides to buffer noise.

7. Signage - Safety warning signs should be placed along strategic points on the fence to identify the area inside the fence as an off leash dog exercise and training area. Rules and regulations should also be posted at the site.

8. Park Amenities - Efforts should be made to find locations which are not planned for other recreational development. Park amenities in these areas should include open turf and irrigation, picnic tables, benches, trash cans, dog litter disposal stations, drinking fountains and hose bibs for providing drinking water for dogs.

Due to the regional nature of this type of off leash area, it is recommended that community park sites should be initially considered. Potential sites include the natural area of East Boulder Community Park, and Foothills Community Park.

Planning Criteria for the Development of Voice and Sight Control Areas

The criteria for the establishment of voice and sight control areas will be driven by neighborhood initiatives and demonstrated neighborhood support. It is projected that 2-4 pilot sites will developed Citywide during the first two years. These sites will also be established in two separate geographic areas of the City. The following are recommended criteria which will be used to evaluate potential sites:

1. Size - The size of voice and sight control areas will be defined by the area under consideration.

2. Neighborhood Density - The initial pilot sites should be given priorities in locations with high density population near the proposed voice and sight control park.

3. Voice and Sight Control Boundaries - The boundaries of the projected voice and sight control areas should be easily delineated with obvious barriers. The development of voice and sight control areas in linear parks with natural or man-made boundaries is preferable to square or rectangular type parks with no natural boundaries

4. Parking - Adequate parking should be available on site or within residential areas.
5. Hours for Voice and Sight Control - Sites without easily distinguished natural or man-made boundaries may be considered if neighborhood support for specific times for voice and sight control are requested which minimize conflicts with other park users.

Potential park sites to be considered include linear type parks such as Martin and Tantra Parks, Harlow Platts Community Park and Howard Heuston Park.

General Policies relating to the establishment of both types of off leash areas

1. The City of Boulder Parks and Recreation Department and/or Open Space Department are responsible for providing, and clearly marking all established voice and sight control off leash areas and for providing for maintenance of these sites. The Park and Recreation Department will be responsible for developing fenced dog training and exercise areas.
2. The appropriate City agencies and/or the Humane Society shall be responsible for the enforcement of all codes pertaining to the conduct of the animals and the owners utilizing these areas and for providing dog owners using areas illegally illegal areas with information regarding the location of the nearest legal exercise area.
3. Dog owners utilizing the established off leash areas are responsible for keeping the areas clean of animal feces and litter by using proper disposal methods, and for keeping their dog(s) under control and within the boundaries of the off leash area when off leash, and to prevent injurious interaction with other dogs or people.

Procedures for the establishment of fenced dog exercise and training areas

1. Requests for dog exercise areas or suggestions for locations for potential fenced dog exercise and training areas shall be initiated, in writing, by citizens or park and recreation staff. These requests sites should include a map or a sketch which clearly identifies the site. All requests for establishment of fenced dog exercise and training areas should be sent to the Park Superintendent, City of Boulder.
2. There must be demonstrated neighborhood support for utilizing the requested location for a fenced dog exercise area. The support may take the form of petitions, letters of support or an endorsement from the local civic association or homeowners association.
3. Upon receipt of the request for a new fenced dog exercise area, the Parks and Recreation Department will conduct an analysis of potential development and maintenance costs. This analysis will also address recommended amenities, and fencing costs.

4. The Parks and Recreation Department will advertise and conduct at least one neighborhood meeting to discuss and take comments on the proposed fenced off-leash area. The Department will use information from the public meeting to provide analysis to decide whether to take the proposed dog exercise area for the Park and Recreation Advisory Board.
5. The Park and Recreation Department staff will provide information, analysis and recommendations for all requests made and will advise and solicit direction and recommendations from the Park and Recreation Advisory Board.
6. An assessment of each fenced dog exercise area will be done after the first anniversary annually to determine if the site should continue to be utilized for that purpose. The decision to eliminate a fenced dog exercise area will lie with the Park and Recreation Advisory Board.

Procedures for the establishment of voice and sight control areas within incorporated areas of the City of Boulder

1. Requests for off-leash voice and sight control areas or suggestions for locations for potential areas shall be initiated, in writing, by citizens, Park and Recreation staff or Open Space staffs. These requests sites should include a map or a sketch which clearly identifies the site. All requests for establishment of voice and sight control areas should be sent to the Park Superintendent, City of Boulder. The Park Superintendent will forward to Open Space, any requests for voice and sight control on Open Space land.
2. There must be demonstrated significant neighborhood support for utilizing the requested location for a voice and sight control area. The support may take the form of petitions, letters of support or an endorsement from the local civic association or homeowners association.
3. Upon receipt of the request for a potential voice and sight control area, the appropriate City Department will conduct an analysis of potential development and maintenance costs. This analysis will also address environmental impacts to these areas.
4. The City Department will advertise and conduct at least one neighborhood meeting to discuss and take comments on the proposal for voice and sight control areas. The Department will use input from the public meeting to provide information on the proposed voice and sight control area for their respective Board.
5. The Department Staff will provide information, analysis and recommendations for all requests made and will solicit direction and recommendations from their respective Board.
6. The appropriate Board will recommend approval or disapproval.

7. If a positive recommendation for a voice and sight control area is made by the appropriate Board, an ordinance describing the specific area will be taken to City Council for final consideration.

8. An assessment will be done on each voice and sight control area on City property after the first anniversary to determine if the site should continue to be utilized for that purpose. Thereafter, demonstrated change in community support will trigger a use review. The decision to eliminate a voice and sight control area will lie with City Council, with appropriate Board recommendations.

Last Updated on Thursday, 19 July 2012 13:23

Source: Bouldercolorado.gov. (ND). Dog Park Establishment Procedures. Retrieved from

http://www.bouldercolorado.gov/index.php?option=com_content&task=view&id=4649&Itemid=3172

4. Selected Resources



Dog Park Study

NEED

The Strategic Plan indicates that 22% of respondent households note a need for dog parks. In addition, Gallup polls (2001) indicate that for every 100 households, there are a staggering 79 dogs. Polls by Gallup, the U.S. Census Bureau (2001), and the American Veterinary Medical Association indicate that between 36 and 45% of Americans own one or more dogs.

PLAN

In response to recommendations within the BREC Strategic Plan to provide new types of facilities, BREC Planning and Engineering Staff prepared a plan for investigation into off leash Dog Parks for the citizens of East Baton Rouge Parish.

PROCESS

BREC Planning and Engineering Staff incorporated the findings of the Strategic Plan, national research and analysis of dog parks, discussion with local dog club representatives and on-site analysis of other municipality's dog parks to develop criteria for site selection and site programming.

KEY FINDINGS

Dog Parks were found to be very successful throughout the nation with many recreational benefits for dog's and their owners. Based on these findings and the desire by many citizens of the Parish, BREC will pursue developing dog parks.

ON-LEASH AND OFF-LEASH PUBLIC AREAS

On-leash Public Areas are characterized as public areas where the dog owner must maintain control of the dog at all times by means of a leash. East Baton Rouge Parish has a 'Leash Law' which requires dogs to be on a leash in all public places.

Off-leash Public Areas are those areas that are designated and properly secured for dogs to run free with other dogs and owners.

POTENTIAL USER GROUPS

General public/casual users

Agility

Show
Hunting trainers
Coursing
Herding
Tracking
Flyball
Obedience

DOG PARKS CAN BE GROUPED INTO FOUR BASIC AREAS BY DOG SIZE, ACREAGE AND USE

Small dog areas are separate areas set aside for smaller canines

Large dog areas are areas set aside for larger canines

Large special event areas are areas that are set aside for special event use such as an agility event, hunt test or coursing event.

Building areas are covered, and enclosed areas that are used for dog events that require protection from the elements. Examples are dog shows and flyball tournaments.

SITE CRITERIA

The site should be non-linear to maximize usable space and buffered from traffic, sports fields, and children's playgrounds. Site should be fenced for safety. During site visits to other municipalities, it has been noted that separate small dog areas have been under-utilized. Construction of a special building for dog events is not economically feasible at this time. However consideration should be given to a site that could possibly use an existing building or have space reserved for a future building that could accommodate dog related events. Off street parking should be available to prevent traffic/dog accidents. Area should be at least one to three acres minimum. Larger areas are preferred to spread out use and to reduce dog/dog conflict. Area should also have positive drainage.

SITE SELECTION

During research, it has become apparent that two "levels" of dog parks would be desirable.

One level would be a community level park which would serve an area that has a high resident population but is not suitable for large dog events. A dog park of this type would not required a large amount of acreage, but would still be suitable for passive play and recreation.

The other level would be a regional level dog park. This dog park could accommodate large events such as coursing, herding, retriever training and agility events. This size dog park can also double as a large community dog park when not being utilized for events.

Smaller community dog parks should have basic amenities for both dogs and people. This includes restrooms, drinking fountains, trails and shade structures. A larger regional dog park should include these basic amenities as well as additional acreage for events and unique site features such as ponds.

Similar to the Community Parks recommended by the Strategic Plan, dog parks should be strategically located around the parish to serve the public. The service radius should be larger than a service radius for "people parks" to reflect a lower use rate than by humans. Smaller facilities should be located within areas of adequate acreage and near population centers to allow for easy use. Larger facilities should be located in the northern and southern portions of the Parish where undeveloped acreage for a larger facility is available and travel times are minimized.

SMALL DOG PARKS

Small parks are 1 or 2 acres. No less than 1 acre

LARGE DOG PARKS

Large parks, more than 2 acres

RELATED LINKS

[Click here for Dog Park Rules](#)

[Click here for Dog Park Etiquette](#)

Source: BREC.org (ND). Dog Park Study. Retrieved from
<http://www.brec.org/index.cfm?cpid=1213&md=pagebuilder&tmp=home>

5. Selected Resources

Elements of a Good Dog Park

The following information is taken from Sue Sternberg's book, *Out and About With Your Dog* available from www.greatdogproductions.com.

What makes a good dog park? Here are a few elements to look for when deciding which dog park might be safe for your dog.

Environment:

- **Ample space.** The larger the fenced in area, the better, but if it is a small space, look for a limited number of dogs. Crowding fuels fights and increases stress and tension.
- **Separate areas within the larger space.** This allows smaller social groups to form.
- **A surface that requires the dogs to work hard to move** - e.g. sand or gravel - keeps dogs from moving too fast and getting too much speed and over-stimulation, and condenses their exercise benefits.
- **The fewer the human comforts (benches, etc.) the better the interaction seems to be between owner and dog.** The best dog parks may not be the most luxurious for the humans.

Humans:

- You should very quickly be able to match each dog to its owner. In other words, owners should be attentive and involved enough with their dogs so that you can easily tell who belongs to whom.
- Cell phones should be banned from dog parks! They distract owners. Only emergency calls should be allowed, and then the owner's dog should be leashed and taken out of the park for the duration of the call.
- Owners actively involved with their dogs indicate the best dog parks. Look for owners throwing balls, calling their dogs, petting their dogs, watching their dogs play, standing near their dogs.
- Annoying people aren't worth the stress. If there is someone you dislike or feel is irresponsible at the dog park, don't go, or go at another time.

Dogs:

- Dogs should be off leash and relaxed. If someone has a dog on leash, they are likely experiencing an aggression problem with that dog. Don't go in if another dog remains on leash.
- Look for dogs similar in size to your own. If the dog park is filled with big brutish dogs, and yours is smaller, or slighter, consider finding another dog park, or finding a time when more physically compatible dogs are present.
- It shouldn't matter why a dog is behaving badly - i.e. the dog was abused, or the dog was rescued from a traumatic situation, etc. - if the dog is behaving rudely or aggressively, find another dog park, or find another time to go.
- If many dogs linger about the entrance gate and pounce on the new arrivals, try to find another time to join. Entrances are difficult for dogs, and if there is a whole crew waiting to pounce on your dog...
- If there is one out of control dog that seems to be bothering all the other dogs, and the owner who is apathetic or just thinks his dog is "fine", find another dog park or another time to go.

Source: Elements of a Good Dog Park. (ND). Retrieved from
<http://www.apdt.com/petowners/park/gooddogpark.aspx>

6. Selected Resources

Mom, Dad, This Playground's for You

By WINNIE HU

Published: June 29, 2012 23 Comments

IT was a classic father-son moment, reversed: The 2-year-old sat and watched patiently as his parent hung upside down from the monkey bars. A few feet away, a white-haired man skipped across an S-shaped metal beam. Another man squeezed his six-foot frame onto a metal rack for situps, and two others hoisted themselves up chin-up bars.

Officials say the adult playground is part of a plan to add as many as two dozen throughout the city in the next 18 months. The playgrounds are much cheaper to build than children's playgrounds.

Never mind the punishing diets, the gym dates and the doctors' warnings, the quest to live a healthier, more active lifestyle has come to this: playgrounds for adults.

New York City is testing its first such playground in Macombs Dam Park in the Bronx, and plans to bring as many as two dozen more to neighborhoods across the five boroughs in the next 18 months, park officials said.

The goal is to lure people off their couches and into the outdoors with specially designed playground equipment — in grown-up shades like forest green and beige — that recall the joy of childhood play while tightening up flabby abs, thighs and triceps.

Though there are no swings or slides — these are essentially outdoor gyms — such playgrounds not only have the look of traditional children’s play spaces, but they are also built in some cases by the same manufacturers.

The adult playground concept is borrowed from China and parts of Europe, where outdoor fitness areas for adults have become as routine as high-fiber diets or vitamin D supplements in preventive care, particularly for older people.

Now a growing number of city and park officials, health experts and community leaders throughout the country are praising the health and social benefits of adult playgrounds. They say that the playgrounds will succeed where treadmills have failed in combating rising rates of obesity and related illnesses by enticing the grown-ups out for play dates.

“Let’s face it, most of us dread going to the gym,” said Dr. David Ludwig, a Harvard Medical School professor who directs the Obesity Prevention Center at Boston Children’s Hospital. “The point is to make physical activity fun, easy and accessible, so it’s the normal thing to do.”

Adult playgrounds have spread across the nation, including to Miami-Dade County in Florida, where four fitness zones with advanced strength-training equipment opened this year in neighborhoods with high rates of cardiovascular diseases. San Antonio has added outdoor fitness stations to 30 parks since 2010. Los Angeles has 30, with 15 more on the way, after park officials found, to their surprise, there were “lines of people waiting to use the equipment.”

And two mothers in Washington State, Paige Dunn and Kelly Singer, started a grass-roots campaign last year to build “Momentum” sites to

help new mothers shed their baby weight; each site would face a children's play area and hold seven pieces of equipment that specifically target problem areas. The women raised \$30,000 to open the first one in Auburn, Wash; a second will be dedicated in Redmond, Wash., next month.

In New York City, where adults are banned from playgrounds unless accompanied by a child, the \$200,000 Bronx playground with 15 pieces of equipment opened two years ago as part of an effort to get more people out to the parks to exercise and slim down. Parks officials said it had been popular enough that the city was now planning a rapid expansion.

"This represents a continuing evolution of both parks and playgrounds," said Adrian Benepe, the parks commissioner.

This fall, the city will build a second adult playground with upgraded amenities — river view, exercise mats, chess tables, a sign that says, "Adult Space" — at John Jay Park on the Upper East Side. Councilwoman Jessica Lappin, who represents the neighborhood, said she had secured \$250,000 in city money for the project after some of her older constituents pointed out, "There are tot lots, but there's no place for us."

"A lot of these people live alone," she said. "So going outside to the park, and being part of the activity of the park, is important to them."

About 150 spots in city parks have one or two pieces of old-fashioned adult fitness equipment, mostly static pieces like chin-up bars. And parks elsewhere have had fitness circuits for years, though usually they've been fairly modest. Many of the new adult playgrounds will have comprehensive workout areas and equipment with moving pieces.

As public policy, adult playgrounds have proved far easier to sell as an anti-obesity measure than, say, a proposed ban on large sodas. They produce almost no noise or car traffic, take up little space and are cheaper to build than children's playgrounds, though the cost varies depending on size and location.

"They're not controversial," said Michael Shull, a parks superintendent in Los Angeles, which spends an average of \$40,000 on a site for adults, versus \$300,000 for children. New York City's adult playgrounds will cost from \$75,000 for the smallest one, with five pieces of equipment, to more than \$200,000, park officials said. In contrast, children's playgrounds typically start at \$500,000, with the majority running \$1 million to \$2 million.

The demand for adult-size equipment has created a niche business in an industry that once catered mainly to the elementary school set. GameTime, one of the largest manufacturers of children's playground equipment, introduced a new adult line in 2009 called iTrack, which includes elliptical trainers and rowing machines. Outdoor Fitness in Colorado has worked with more than 600 adult sites since 2005, according to Barry King, the founder. In addition to sites in public parks, the equipment is being installed at residential developments and business complexes.

Jim Sargen, a former technology executive who started TriActive America in California, which has supplied 470 adult sites since 2004, half in the past three years, said he discovered firsthand while traveling in Beijing in 2002 that exercise could be passed off as play. "My wife, who doesn't normally exercise, climbed onto one of the pieces," he recalled. "She said, 'It's kind of fun,' and an idea clicked."

The adult playground in the Bronx, the city's poorest borough and a place dogged by troubling health statistics, is built on top of a parking garage and sandwiched between a track and basketball and handball

courts. It has attracted regulars like Brian Ferreira, 20, who once tried working out at a children's playground near his home in Soundview, only to draw stares from the parents. Now he hops onto two trains and a bus, three times a week, to have a playground of his own. "I use every piece of equipment," he said. "It's good endurance training."

On a recent morning, regulars and newcomers alike drifted onto the playground and waited patiently — no tears or whining here — to use the equipment; one of the most popular was a pair of metal seats that any child would have loved, rising and falling with the push of foot pedals.

The morning hours brought fathers with toddlers, and muscled older men who wore gloves and earphones and effortlessly executed situps, push-ups and pull-ups. They retreated when noisy teenagers passed through bouncing basketballs and running around the equipment without stopping to use any.

In the afternoon, a 30-year-old court clerk swung from the monkey bars during his lunch hour. Others just watched.

"Oh no, I'm past my prime," said Daren Trapp, a bus driver with a tummy bulge who was among the observers. "It's out in the open, and I guess I'm a private individual."

But Colette Prosper, an unemployed mother of five, and her daughter, Iesha, 21, came ready to sweat. It was their third time at the playground in a week; the first time, a stranger had to show them how to use the equipment. Ms. Prosper, 45, who said she was trying to lose 40 pounds, said her clothes were already feeling looser.

“It’s a free membership, and I like what they have to offer,” she said.
“I’m getting older, so I’m trying to get everything in shape.”

A version of this article appeared in print on July 1, 2012, on page MB1 of the New York edition with the headline: Mom, Dad, This Playground’s for You.

Source: Hu, W. (June 29, 2012). Mom, Dad, This Playground’s for You. New York Times. Retrieved from <http://www.nytimes.com/2012/07/01/nyregion/new-york-introduces-its-first-adult-playground - NYTimes.com>

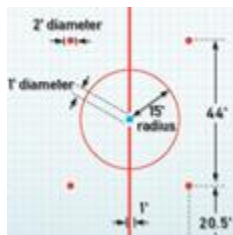
7. Selected Resources

Roller Hockey Rink Dimensions

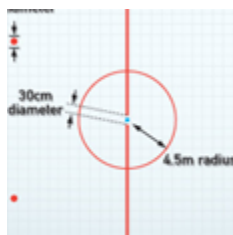
Many roller hockey rinks were not initially designed with hockey use in mind. Some were made in locations with limited available space or resources. As a result, rinks have come in a wide range of shapes and sizes. Despite this, governing bodies have set guidelines for acceptable size ranges. These are often used as a recommendation instead of a strict regulation.

In general, there are two basic rink styles. One is larger, used in most countries, and sanctioned by the International Ice Hockey Federation (IIHF) for international competition. The other is a smaller surface, used exclusively in North America, and recommended by USA Hockey Inline and the National Collegiate Roller Hockey Association (NCRHA). Many of the measurements are the same for both styles. Differences, when present, will be noted.

Surface



The IIHF rink is the larger of the two main rink styles. These rinks are supposed to be as close as possible to 190.3 feet (58 meters) long and 98.4 feet (30 meters) wide. Rinks used in North America should be as close as possible to 185 feet (56.4 meters) long and 85 feet (25.9 meters) wide.



Both IIHF and North American rinks are enclosed with a combination of boards and safety glass. The boards can be no more than 4 feet (1.2 meters) high. The safety glass extends up from the top of the boards, no more than 8 feet high on a North American rink, or 2 meters high for IIHF rinks. For lower levels of competition, other fencing materials are allowed in place of safety glass.

Zones & Markings

Every roller hockey rink has a total of three lines that run from sideboards to sideboards. The center line, known as the “red line,” is 1 foot (30 centimeter) thick and runs directly across the middle of the rink. The other two lines are called the “goal lines,” which are also red, but only 2 inches thick. They are located no less than 11.5 feet (3.5 meters) and no more than 15 feet (4.5 meter) from the end boards. Opposed to ice hockey, roller hockey has no blue lines and thus no neutral zone. The two halves of the rink are referred to as the “defending zone” and the “attacking zone.”

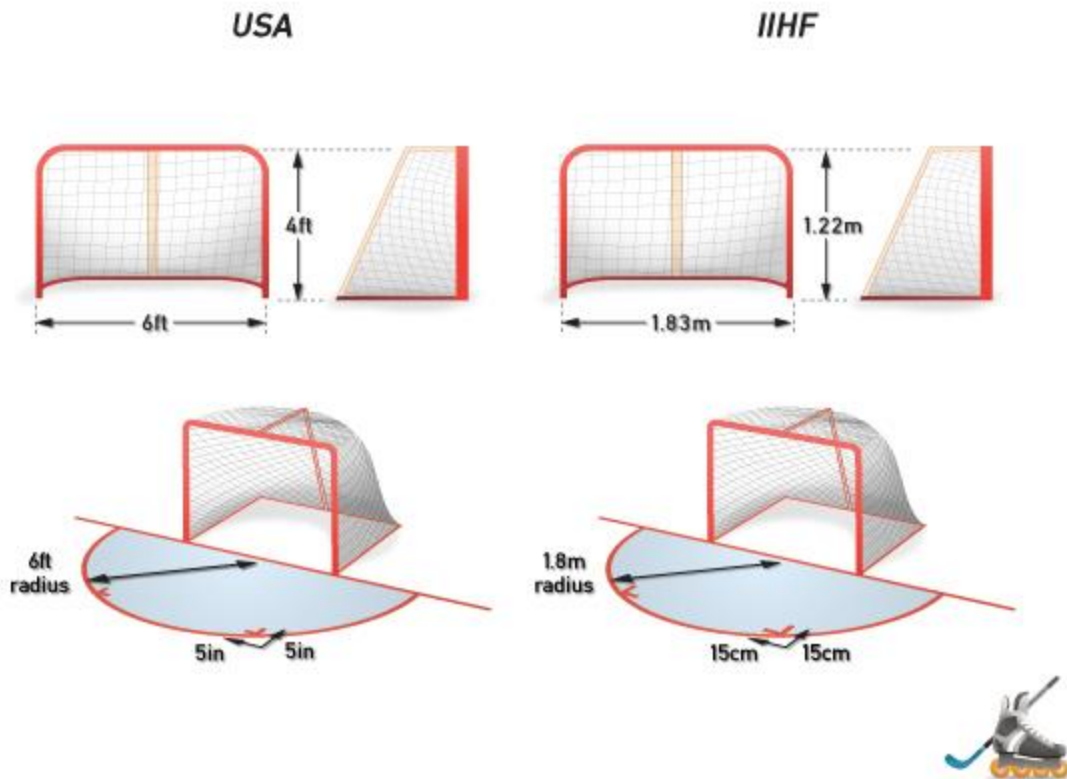
At the center of every rink is a face-off dot surrounded by a face-off circle. This dot is blue and 1 foot in diameter (30 centimeters). For North American rinks, the face-off circle is 15 feet (4.6 meters) in radius. For IIHF rinks, the circle is 14.8 feet (4.5 meters) in radius. In both cases, the line used to draw the circle is 2 inches (5 centimeters) thick.

On both North American and IIHF rinks, there are four other “end zone” face-off circles with dots, two in each zone. These face-off dots are red and 2 feet (60 centimeters) in diameter. The circles that encompass them are 15 feet (4.6 meters) in radius on North American rinks, and 14.8 feet (4.5 meters) on IIHF rinks. In all rinks, these are located 20 feet (6.1 meters) in from the goals lines and 44 feet (13.4 meters) apart from each other (measured from the centers).

There are four additional red face-off dots that stand alone near the center red line, these without circles. In both North American and IIHF rinks, these “high zone” face-off dots run along the same imaginary line as the end zone face-off dots, parallel to the sideboards. On North American sized rinks, they are located 18 feet (4.5 meters) from the red line, on both sides. On IIHF sized rinks, they are located 32.5 feet (9.9 meters) in from the end zone face-off dots.

Goal & Crease

Roller Hockey Goals



The size of the goals is consistent in rinks across the world (even ice hockey rinks). They are 6

feet (1.83 meters) wide and 4 feet (1.22 meters) high. They are positioned in the center of the goal line at each end of the rink. The posts must be painted red, while all other surfaces of the goals (such as the backs or the netting) shall be white.

For both IIHF and North American rinks, the goal crease is composed of a semicircle with a 6-foot (180 centimeter) radius extending out from the goal line. The outline of this semicircle is a 2-inch (5 centimeter) thick red line. Both IIHF and North American rinks have L-shaped bracket markings on the crease, open face pointing inward. They are placed at the edge of the crease that is exactly 4 feet (1.22 meters) from the goal line. On IIHF rinks, the lines making up the L-shape are 5.9 inches (15 centimeters); on North American rinks they are 5 inches (12.7 centimeters).

The Benches

All rinks are required to have both player benches and penalty boxes. Universally, the player benches must accommodate at least 10 players and be located as close as possible to the center of

















the rink. The penalty boxes must be separate from the player benches, ideally on the opposite side of the rink.

While these are the model guidelines recommended by USA Hockey Inline and the IIHF, in practice, very few rinks are laid out exactly the same. It's helpful to have a general understanding of these dimensions, but also to remember that, regardless of the size or shape of the rink you play on, your job is the same: Make crisp passes, skate hard, score some goals, and win!

Source: iSPORT. (nd). Roller Hockey Rink Dimensions. Retrieved from <http://rollerhockey.isport.com/rollerhockey-guides/roller-hockey-rink-dimensions>

8. Selected Resources

Important Note: This information is not an endorsement of any product or company, it is simply an example of types of outdoor fitness equipment.













					
BACK EXTENSION	BOUNDING BARS	CHEST PRESS	EXRCISE BIKE	HIP TWISTER	LAT PULL DOWN
					
LEG PRESS	PUSH UP BARS	SELF WEIGHTED ROWER	SIT UP BENCH	SKI WALKER- DOUBLE	STEP CLIMBER STRETCHER
					
STRENGTH AND STRETCH BARS	TAI CHI SPINNERS	TWO SIDED ROTATOR	UNEVEN BARS	WAIST STRETCHER	

*Add 17 Instruction Sign Posts to the Bronze Package for \$3,264 

(All pieces of equipment come with small instructional decals which adhere to the equipment - free of charge)



SILVER OUTDOOR-FITNESS PACKAGE **\$10,825**

					
BACK EXTENSION	BOUNDING BARS	CHEST PRESS/ LAT PULL	LEG PRESS	PUSH UP BARS	SELF WEIGHTED ROWER
					
SIT UP BENCH	SKI WALKER- DOUBLE	STRENGTH AND STRETCH BARS	TWO SIDED ROTATOR	UNEVEN BARS	WAIST STRETCHER

*Add 12 Instruction Sign Posts to the Bronze Package for











\$2,304

(All pieces of equipment come with small instructional decals which adhere to the equipment - free of charge)



BRONZE OUTDOOR-FITNESS PACKAGE

\$9,508

				
BACK EXTENSION	CHEST PRESS/ LAT PULL	LEG PRESS	PUSH UP BARS	SELF WEIGHTED ROWER
				
SIT UP	SKI WALKER- DOUBLE	STRENGTH AND	TWO SIDED	UNEVEN

BENCH	DOUBLE	STRETCH BARS	ROTATOR	BARS
-------	--------	-----------------	---------	------

*Add 10 Instruction Sign Posts to the Bronze Package for









\$1,920 

(All pieces of equipment come with small instructional decals which adhere to the equipment - free of charge)



COMPETE 1 OUTDOOR-FITNESS PACKAGE

\$6,375

			
BACK EXTENSION	LEG PRESS	PUSH UP BARS	SELF WEIGHTED ROWER
			
SIT UP BENCH	SKI WALKER- DOUBLE	DUAL EXERCISE BARS	TWO SIDED ROTATOR

Outdoor Fitness. (ND). Retrieved from <http://www.outdoor-fitness.com/equipment/fitness%20parks%20trails%20courses%20packages.html>

9. Selected Resources

Par Course Exercise Outdoor Fitness for Everyone



By [Laura Williams, M.S.Ed.](#)

Masters in Exercise and Sports Science

If you were to see a sign proclaiming, "Par Course Exercise: Outdoor Fitness for Everyone!" you'd probably wonder, "What in the world is par course exercise?" You've probably seen par course equipment before. Maybe you've even used it without realizing what it was called. Lined along hike and bike trails and parks around American stand solitary fitness stations, cumulatively referred to as par courses. These courses are designed to enable you to take your fitness routine from inside the gym to out in the park. Unfortunately, they don't receive nearly the amount of attention that they should.

Par Course Exercise: Outdoor Fitness for Everyone

The beautiful thing about par course exercise equipment is that it truly is designed for everyone. Par courses are almost always located on public property, making them easily accessible and free for users. Cities, hospitals and recreation centers that install par course systems usually set them up in one of three ways:

- As a full-body [exercise circuit](#) with 15 pieces of equipment separated into eight separate stations located along a trail

- As an "outdoor gym" with all of the equipment located within a single area
- As a shorter circuit with the 15 pieces of equipment separated into four separate stations located along a trail or within a park

Equipment

Par course exercise equipment includes strength training, plyometric and stretching stations. You can expect to find some of the following pieces of equipment on a par course:

- Achilles Stretch
- Sit-and-Reach
- Leg Stretch
- Hamstring Stretch
- Thigh Stretch
- Trunk Stretch
- Vault Bar
- Sit-up
- Push-up
- Chin-up
- Knee Lift
- Body Curl
- Log Hop
- Bench Dip
- Bench Curl

Par course equipment is built with two concepts in mind: 1) blend into the outdoor environment, 2) keep it simple. Many par courses are made of wood with metal posts in green, tan or brown colors. Some of the equipment, like the chin-up bar, has a fairly self-explanatory purpose, but because of the simplicity of the equipment, you the purpose of every station isn't immediately self-evident. Because of this, each par course station comes with an illustrated graphic panel that shows you how to use the equipment.

Newer Systems

While traditional par course exercise equipment is fairly simply and standard, more playground and fitness companies are coming up with new options for outdoor fitness equipment. The newer options include stations that mimic indoor exercise equipment, like leg presses, [elliptical trainers](#), chest presses, lat pulls and back extensions. Unlike indoor equipment, you don't have the option to increase the resistance of the movement by selecting a greater weight, so you have to perform more repetitions to reach muscle exhaustion.

Putting It to Use

Whether you're young or old, fit or out of shape, you can use par course equipment to enhance your exercise routine. The equipment typically uses your own body weight for resistance, so you don't have to worry about adding or removing weight. If you can access a par course on a circuit, follow the trail and stop at each exercise station, performing the exercise in the way that it's described on the instruction panel. After you finish the exercise, continue your walk or jog. By the end of the circuit you can either choose to perform the whole circuit a second time, or you can call it quits for the day. You'll know that you achieved a full-body workout incorporating cardio, strength training and stretching. Even if your par course isn't on a circuit, you can create a circuit out of the equipment provided. Perform an exercise on one of the stations for a minute, then walk or jog around the park for a minute, then return to the par course and do the next station for a minute. By the end of your routine you'll have gotten your heart rate up while incorporating strength and flexibility into your routine. So the next time you see a sign that says, "Par Course Exercise: Outdoor Fitness for Everyone," you'll know exactly what it means.

Source: Williams, L. (ND). Par Course Exercise Outdoor Fitness for Everyone. Retrieved from <http://exercise.lovetoknow.com/par-course-exercise-outdoor-fitness-everyone>

Appendix I

Bushmaster Park Public Meeting Information Flyer

We Need Your Ideas

WE NEED YOUR IDEAS



Tell us what Bushmaster Park means to you.
Help shape the future of parks in the City of Flagstaff.

Join us for a Community Meeting

Wednesday, March 27th
5:30p-7:30p
Flagstaff Aquaplex
(1702 N 4th St)

Wednesday, April 10th
5:30p-7:30p
Flagstaff Aquaplex
(1702 N 4th St)



If you cannot attend the meeting, you may still participate
by submitting your comments by April 3rd to:
Website: www.flagstaff.az.gov/bushmaster
Email: szimmerman@flagstaffaz.gov



Questions? Call 928-213-2192

Appendix J

No time like the present to take back Bushmaster

No time like present to take back Bushmaster

When it comes to crimes in public parks, it's not the quantity that counts.

Reports of crime in Flagstaff's Bushmaster Park are actually down.

But the types of crime still occurring -- indecent exposure, lewd behavior and public intoxication -- are the kind that raise a park's profile in all the wrong ways.

Throw in the occasional gang fight at 1 p.m. on a school day, and parents are justifiably concerned to let their children visit the park unsupervised.

That's a shame, and on several levels.

The first is because Bushmaster is truly a community park for active recreation -- it is embedded in the Greenlaw neighborhood, with houses on all four sides, yet with plenty of room to play, picnic and even skateboard. On most weekends in the summer, it is packed with families.

But Bushmaster is also an urban oasis in the densely developed Linda Vista corridor, a place that at midday on a weekday should be a peaceful retreat from busy, bustling Flagstaff.

The fact that most of the time Bushmaster does live up to the expectations of its visitors doesn't hold much water with those who are either exposed to the anti-social behavior of the street alcoholics in Bushmaster or know friends and neighbors who are. Flagstaff residents are entitled to take a zero tolerance approach to such behavior in areas specifically designated for active and passive recreation by people of all ages -- if that doesn't apply to a public park, where does it apply?

NO OPEN CONTAINERS

Flagstaff officials have tried to account for the special attraction that Bushmaster seems to hold for the city's homeless and transients. They have banned not only public consumption of alcohol but also the possession of open containers of alcohol without a permit. That way, a police officer doesn't have to witness someone sipping from a bottle to make an arrest.

The city also has seen an increase in the number of shelter beds now that overnight camping is banned -- there is less chance now of someone freezing to death in winter for lack of a roof over his head. Besides, Bushmaster is only open legally from dawn to dusk.

But the shelters close during the day, and the city's homeless need a place to hang out. Many are alcoholics and need a safe space during the day to sleep off hangovers after consuming an early-morning 40-ounce beer or two.

Bushmaster, because of its size and dark corners, offers just that kind of safe hangout -- technically, a person sleeping in the bushes during the day is not camping. It's when they wake up still in a semi-drunken stupor, however, that the irresponsible behavior begins.

MORE ACTIVITIES, FEWER TRANSIENTS

Flagstaff could address the Bushmaster problem with even more restrictions on the park -- perhaps closing it for several hours at midday on weekdays so that it could be swept clear of all potential miscreants.

Another way to put the squeeze on transients is to populate the park with more activities. One idea by the police department is to start a community garden in the far eastern corner that is now an attractive nuisance for midday hangover nappers. A group of volunteers arriving each day to plant, weed and water would probably make enough commotion to convince transients to take a nap elsewhere.

Other ideas include cutting off the supply of cheap booze in nearby retail outlets -- Walgreens has just announced it won't sell those super-sized beers in its new store at the foot of Fourth Street.

And Flagstaff could put a tax on retail alcohol sales, with proceeds going toward more intervention and rehab programs. A statewide tax would be even better, and about a third of the states still control the sale and price of alcohol through state-run liquor stores. Is anybody at the Legislature listening?

But we have a feeling that Flagstaff, especially in the summer, is simply too attractive a destination for those living without a fixed address or income to pass up. Police might push the transients out of Bushmaster Park, only to have them turn up in a different public space in a different neighborhood. And with time on their hands, the cycle of alcohol abuse would seem hard to break.

SET UP WALKING BEAT

Neighbors and users of Bushmaster Park, however, shouldn't have to bear the brunt of behavior that ideally should be confined to an area with as few public impacts as possible. That should start with a blanket crackdown on Bushmaster misbehavior -- if Southside gets three or four walking beat officers, perhaps Greenlaw deserves a few, too.

There may not be a law against public intoxication, but there are statutes covering harassment, intimidation, panhandling, and lewd and indecent behavior. Officers need

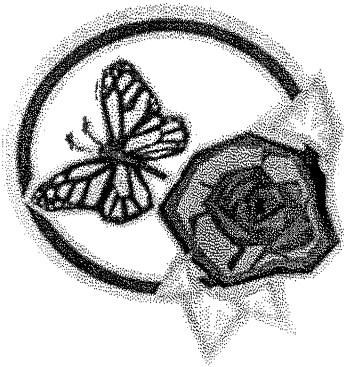
to let the park's transients know they are not welcome by enforcing all of those ordinances to the letter, and judges should let repeat offenders know they should seriously consider rehab programs or face longer and longer stretches behind bars.

Will that mean a migration to some other public space or even a park? Perhaps, but Bushmaster and its neighbors and users have paid their dues. Another summer is coming to Flagstaff, and the time to take back the park for its rightful uses is now.

Source: Arizona Daily Sun. (April 5, 2013). No time like the present to take back Bushmaster. Retrieved from http://azdailysun.com/news/opinion/editorial/no-time-like-present-to-take-back-bushmaster/article_1e1edb2c-2cc4-5e90-b47c-561351af0cbb.html.

Appendix K

Hermosa Vida Change.Action.Network (CAN)



Dear City of Flagstaff,

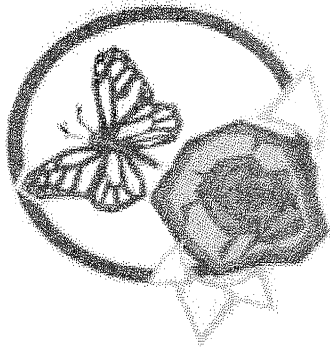
We, as Hermosa Vida Change.Action.Network. (C.A.N.) members, residents, and representatives of local organizations, support community engagement in parks decision-making and we commend you for holding public meetings in this regard.

We support any redesign and/or improvement efforts to Flagstaff's parks and public spaces, specifically Bushmaster Park, that *reduces barriers and increases access for all park users* as a way to promote healthy lifestyles.

However, it is important for us that *community engagement does not end here*. Community participation is critical throughout the next steps of design and development to promote community buy-in and maximize ownership and utilization.

These statements are backed up by current and local research and by signing below we are showing support for continued community engagement in Bushmaster Park:

Marty Eickrem
Juana Lederma
Kati G
Monette H
Jeff Wolong
Chris M
Joan Ross
Linda Ross
Travis Ross



Dear City of Flagstaff,

We, as Hermosa Vida Change.Action.Network. (C.A.N.) members, residents, and representatives of local organizations, support community engagement in parks decision-making and we commend you for holding public meetings in this regard.

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These statements are backed up by current and local research and by signing below we are showing support for continued community engagement in Bushmaster Park:

Joe Abbe

Mont

Cathy Vaguera

K. Hill

Korad. Ransom-Wright

Marianne Gray

Anna Singer

Julie Jorgensen

Amy Stenberg

Chelon Kuper

Agua

Shannon Williams

Erica

Joseph

RD

Janice Leonard

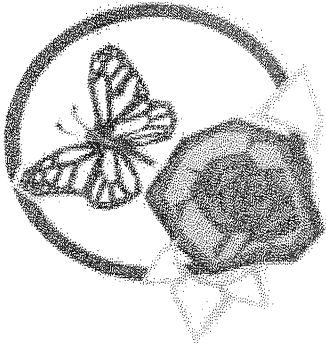
Jessie Escoto

Leslie Dunn

Angelita

Michelle

Hedy Wilmes



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These statements are backed up by current and local research and by signing below we are showing support for continued community engagement in Bushmaster Park:

Michelle Thomas
Lyle J. Hoff
Jim Cho
Misty Titus
Charlie Salas
Reynold J.
S.B.M.
Diane Zylke

Mari Neft
Elvira Horta
Alex T. Dulley
Lynora L. Lopez
Maurice S. Soria
Lana Benally
Hidi R. Miller

Appendix L

City of Flagstaff Public Participation Policy

Inform	Consult	Involve	Collaborate	Empower
<u>Public Participation Goal:</u> To provide the public with balanced and objective information to assist them in understanding the problems, alternatives and/or solutions	<u>Public Participation Goal:</u> To obtain public feedback on analysis, alternatives and/or decisions	<u>Public Participation Goal:</u> To work directly with the public throughout the process to ensure that public issues and concerns are consistently understood and considered.	<u>Public Participation Goal:</u> To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	<u>Public Participation Goal:</u> To place final decision-making in the hands of the public.
<u>Promise to the Public:</u> We will keep you informed	<u>Promise to the Public:</u> We will keep you informed, listen to and acknowledge concerns and provide feedback on how public input influenced the decision.	<u>Promise to the Public:</u> We will work with you to address your concerns through alternatives and provide feedback on how public input influenced that decision.	<u>Promise to the Public:</u> We will seek your feedback in formulating solutions, and use your advice to assist in decisions to the maximum extent possible.	<u>Promise to the Public:</u> We will implement what you decide.
<u>Expectation from the Public:</u> Seek to be informed and involved and use the tools offered by the City to provide open and honest feedback.				
Example Tools	Example Tools	Example Tools	Example Tools	Example Tools
<ul style="list-style-type: none"> Regular e-mail updates E-mail feedback E-Newsletters Project Specific Websites Neighborhood Website Feedback Educational Forums Stakeholder Meetings Community announcement Booths One-on-one meetings Open Houses Block Watches Community Information Meetings Emergency Notification Public Hearing Notice Notices to Newspaper Post on the Property <i>Cityscape</i> Council Reports Financial Reports Door Hangers 	<ul style="list-style-type: none"> Online Surveys Mail out surveys and share results Stakeholder Meetings Focus Group Public Hearings Public notices and media releases Educational Forums Interviews with community members at the inception of a project Quarterly Manager's reports City Council Reports Oversight responsibilities for capital program elements by Council appointed Boards and Commissions at public meetings Public boards and commission presentations Community Meetings with residents 	<ul style="list-style-type: none"> Public Meetings/Work Sessions Participation in Public Hearings Citizen Advisory Committee Council appointed citizen committees Meet / discuss with Neighborhood associations regarding projects Individual, one-on one, property owner/resident meetings to mitigate conflicts Coordination with partners (Flagstaff Unified School District, Northern Arizona University, Coconino Community College, Chamber, non-profits, etc.). Committee Recommendations Finalize designs into 1 plan and present to neighborhood /community 	<ul style="list-style-type: none"> Focus Group meetings Community Advisory Committee Public open houses Form a Task Force with neighborhood/community representatives to work with staff 	<ul style="list-style-type: none"> Bond program and initiatives subject to voter approval Voters on Neighborhood issues Boards of Adjustments¹

¹ **Not every tool will be used from each category- In order to move forward in the chart, each previous category must be used up to the appropriate category.

Appendix M

Bushmaster Park Concept Design – 1



Bushmaster Park Concept Design - 1



Bushmaster Park Concept Design - 1

Please note the concept map is number keyed to the following:

1. Moved the dog park to the center of the park including a small dog area and ramada. It is a little over an acre which is the minimum for a dog park.
2. The old dog park is re-vegetated and the old basketball slab removed. This is now open space.
3. New east side parking lot (paved) and bridge over the drainage ditch
4. New west side parking lot (paved)
5. New south side parking lot (unpaved)
6. Four new family ramadas
7. New group ramada/amphitheater (NE corner) with grass area
8. New wide sidewalks bordering the grass area around the amphitheater (to accommodate festival booths)
9. New playground (north-east side) covered (cover not shown)
10. New community garden
11. New Adult Fitness area
12. Expanded existing restroom
13. New bathroom on the east side
14. Improved security road on north boundary line
15. New Par Course (fitness stations on the perimeter sidewalk-not shown)

Appendix N

Bushmaster Park Revised Concept Design – 2



Bushmaster Park Revised Concept Design – 2



Bushmaster Park Revised Concept Design - 2

Please note the revised concept map is number keyed to the following:

1. Moved the dog park to the center of the park including a small dog area and ramada. It is a little over an acre which is the minimum for a dog park.
2. The old dog park is re-vegetated and the old basketball slab removed. **This area is proposed for the adult fitness area.**
3. New east side parking lot (paved) and bridge over the drainage ditch
4. New west side parking lot (paved)
5. New south side parking lot (unpaved) – **Moved a little more to the east**
6. Four new family ramadas
7. New group ramada/amphitheater (NE corner) with grass area
8. New wide sidewalks bordering the grass area around the amphitheater (to accommodate festival booths)
9. New playground (north-east side) covered (cover not shown)
10. New community garden
11. New Adult Fitness area – **Moved to the south of the previous location**
12. Expanded existing restroom
13. New bathroom on the east side – **Moved to the south of the previous location**
14. Improved security road on north boundary line
15. New Par Course (fitness stations on the perimeter sidewalk-not shown)
16. **New roller hockey/derby rink**
17. **New park signage (not shown)**
18. **Change park lights to LED (not shown)**

Note: Changes made after the Bushmaster Park Public Meeting on April 10, 2013 from attendee comments and emails are shown in **Bold**.

Parks Use Assessment 2012

Hermosa Vida

Lisa J. Hardy, Ph.D.

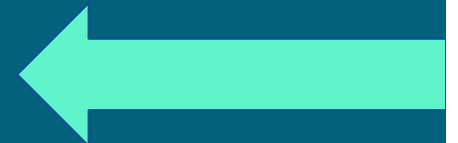
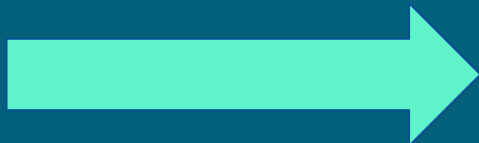


Parks Use Assessment

- Kresge Foundation Safety Net Enhancement Initiative (SNEI) awarded to North Country HealthCare 2010 & 2011-2013
- Team
 - Research Project Lead - Lisa Jane Hardy, PhD
 - Researchers -Chelsea Kuiper, MA, Julio Quezada, Marty Eckram, Jessica Peterson, Bianca Borbeck, Mara Pfeffer, Colleen Trout, Jeffery Hawkinson, Michelle Thomas, MA, and Hendrik de Heer, MPH, PhD

Hermosa Vida

Increasing access & decreasing barriers
to healthy living



Hermosa Vida

Connectedness:
Closing the gaps



Hermosa Vida

The social determinants of health are the *conditions in which people are born, grow, live, work and age...*

These circumstances are shaped by the distribution of money, power and resources at global, national and local levels. The social determinants of health are mostly responsible for health inequities - the unfair and avoidable differences in health status seen within and between countries.

Hermosa Vida – A Beautiful Life

Increasing access to healthy living for *everyone*.



Connectedness

Hermosa Vida part I (2010)

- Assets

Parks, Gardens,
Aquaplex, Rec
Center,
Community
leaders,
community
residents,
historical
connectedness,
active youth.....



Hermosa Vida part I (2010)

- Built Environment Barriers
 - Fences
 - Gates
 - Locks
 - Other physical barriers
 - Disconnect between built environment & social use of space



Hermosa Vida part I (2010)

- Social barriers
 - Fear of crime
 - Public intoxication
 - Immigration policy
 - Social divisions



Hermosa Vida part II (2012)

- Who is excluded and why?
- What changes might facilitate greater access?
 - How can we help to facilitate greater connectedness between people and the community assets/spaces in Flagstaff?



Hermosa Vida part II (2012)

- Three part methods design
 - I Built environment – PARA tool
 - II Social use of space – observation and mapping
 - III Knowledge and use patterns - survey

Social division

- What deters people from using community spaces in Sunnyside?
 - Fear of crime
 - Fear of “drunks in the park”
 - Feelings of not being welcome
 - Lack of knowledge about parks
 - Perception that the space is “not ours”

Findings

- Exclusion = Health disparities
- Connectedness = healthy communities for all
 - Where do we see exclusion and what does it look like?
 - Often lines are drawn between those who should be in the parks and those who should not
 - “Legitimate users”

Findings

- Built Environment
 - BMX Park
 - Extensive signage, fences and gates, broken emergency phone, places to hide, graffiti
 - Bushmaster
 - Sidewalks defining dead grass/low use versus green grass/high use

Findings

- Social exclusion
 - Bushmaster
 - Fear of crime (unsafe perceptions and high crime rate)
- Coconino fields
 - “Stink eye”
- Ponderosa
 - Groups, public intoxication
- Bushmaster skate park
 - Gender

Findings

- Lack of knowledge
 - Survey results
 - “Never heard of” – Izabel garden, Motalvo, BMX park
 - “Never been there” – Skate park, dog park, Killip Fields, Coco

Social Cohesion

- What encourages people to use spaces in Sunnyside?
 - Welcoming events
 - Ease of use
 - Safety
 - Eyes on the park

Findings

- Ponderosa Park
 - Community events such as the Sunnyside Neighborhood Association Candlelight Vigil, Fiesta de Mayo, etc.
- Izabel garden
 - Handmade sign is not vandalized, people out working
- Bushmaster grassy areas
 - Major use and care during summer

Findings

Top five most valued activities

Trash cans, Walking
Spending time with friends/family
Taking children to play
Sidewalks

Least valued activities

Tennis courts
Spending time at night
Taking a nap
Drinking alcohol
Smoking cigarettes

Findings

Lower income

Lighting at night

Spending time at night

Security guards

Celebrating friend/family holidays

Walking through on my way somewhere else

Higher income

Skateboarding

Working out

Playing disc golf

Riding a scooter

Running/jogging

Findings

- Most used community spaces
 - Buffalo, Bushmaster, Ponderosa, Killip fields, Aquaplex, Rec Center, Izabel garden
- Desires that would increase use
 - Better lighting, more social events, more time
- Highly ranked activities
 - Trash cans, spending time with family, taking children to play, sidewalks

Recommendations

- Gardens & Murals
 - Social use, community-engagement, homemade
- Community-engagement processes
 - Clear and available signage
- Equip check out
 - Low cost equipment

Recommendations

- Hosted events
 - SNA model in Ponderosa
- BMX park modification
 - Social use of space more closely aligned with built environment

Recommendations

- Night activities
 - After dark, monitored activities in public
 - Lighting where possible
 - Eyes on the park where possible
- Policy and procedural changes to support community engagement



Conclusion

- Flagstaff has many strong and beautiful assets
- Efforts to decrease physical and perceived barriers could potentially impact health disparities
- We recommend continuing with processes of community-engagement that seek to reach deeply into the community and impact/involve those people who are most in need

Memorandum

8.

CITY OF FLAGSTAFF



To: The Honorable Mayor and Council
From: Brad Hill, Utilities Director
Co-Submitter: Ryan Roberts, Utilities Engineering Manager
Date: 01/10/2014
Meeting Date: 01/28/2014

TITLE:

Presentation on Principles of Sound Water Management - Water Policies: Review Policy E4 Service Outside City Limits, Review Septage, Grease & Mud Hauling Services, and Review red-line edited version of Water Policy Document

DESIRED OUTCOME:

- 1) Review and provide guidance on the remaining Policy E4 Service Outside City Limits;
- 2) Discuss and provide guidance on remaining "Parking Lot" Item - Septage, Grease & Mud Hauling services and consider suggested policy language; 3) Review and provide comments on the attached red-lined version of the Principles of Sound Water Management - Water Policies dated January 28, 2014.

INFORMATION:

The purpose for developing the Principles of Sound Water Management - Water Policies Chapter to the Utilities Integrated Master Plan is to provide the fundamental principles and guidelines for how the Utilities Division achieves the goals and objectives outlined by City Council and upper City Management. The objectives of these policies are to preserve the public's trust in our water, wastewater and stormwater systems, guide strategic long-term planning and demonstrate leadership in the stewardship of our limited natural resources. Staff has worked with the Water Commission to define the concepts and agreed upon the language for each policy. At their November 15, 2012 Commission meeting, they approved the attached document and recommended staff to bring the policies forward to City Council for your consideration and adoption. Staff has been working with City Council since November 2012 to obtain your input and guidance. Three documents are attached: a red-lined version of the Water Commission's 2012 policy document that contains all of City Council's proposed additions and comments to date; staff power point presentation to help guide the conversation; and an IGA between the City & County that outlines septage services that was executed in 1989.

Attachments: [Water Policy Document-Redline](#)
[Powerpoint Presentation](#)
[Septage_City_County_IGA](#)

UTILITIES INTEGRATED MASTER PLAN

Principles of Sound Water Management Water Policies Chapter



~~November 15, 2012~~ January 28, 2014
City of Flagstaff - Utilities Division

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Introduction

The primary purpose of the Utilities Integrated Master Plan - Water Policy chapter is to provide the fundamental principles and guidelines for how the Utilities Division achieves the goals and objectives outlined by City Council and upper City Management. The objective of these policies is to: preserve the public's trust in our water, sewer and stormwater systems through compliance with state and federal water quality, water management and flood plain management laws; guide strategic long-term planning; and demonstrate leadership in the stewardship of our limited natural resources. These policies emphasize the importance of water conservation, the protection of our natural environment and the development and maintenance of a redundant water supply that will assist in satisfying demand during a prolonged drought.

The principles of sound water management contained within these water policies will support and build on the policies contained within the Water Element section of the Regional Land Use and Transportation plan and its subsequent updates. These policies will provide guidance to staff on how most effectively to develop, recommend and implement the numerous programs administered by the Utilities Division.

The Utilities Division is comprised of two Enterprise Funds; water, wastewater and reclaimed water is one fund; the second separate fund is stormwater. The fiscal intent is to balance expenses (O&M and Capital) versus income from rates and capacity fees.

These policies refer to conducting periodic master planning efforts for water resources, and Utilities infrastructure including the water system, wastewater system, reclaimed water system, stormwater drainage and technology pertaining to the water and sewer system's operation and control, also known as a Supervisory Control and Data Acquisition or SCADA. All master planning efforts should take into account the Utilities Division's potential impacts, vulnerability and assessment of risk from climate variability and weather related effects. The goal should be to build in resilience in the operations of the Utilities Division in order to protect against the risk from climate variability and weather related impacts to the City's water supplies and ~~Utilities~~ infrastructure. The City undertook a Resiliency and Preparedness study in 2012 and the results and recommendations of this study should be considered in all master planning efforts.

The process to develop and adopt these water policies was a very public endeavor that was vetted through numerous meetings with the City's citizens advisory Water Commission and the Flagstaff City Council. The development of these policies initially started in 2008 and culminated with the Water Commission approving the policy language on November 15, 2012. City Council then took up the review and discussion of each policy. After eight (8) meetings, the City Council adopted these policies by Resolution No. XXX on February XX, 2014.

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A. Finance

The City has an important responsibility to its citizens to carefully manage its utilities finances wisely, account for public funds, ~~to manage its finances wisely~~, and to plan for the adequate funding of services desired by the public including water, sewer, reclaimed water services and stormwater management. Therefore, the Water-Sewer-Reclaimed Water Utility and the Stormwater Utility shall be financially self-supporting enterprises with all costs associated with each operation to be funded from revenues derived from the sale of potable water or reclaimed water or the assessment of fees for sewer ~~system or~~ and stormwater system services.

A1 Enterprise Funding: Water – Sewer – Reclaimed Water Utility

Policy A1.1 The annual payment for debt service should not exceed 20% of total annual Operating Revenues.

Policy A1.2 The Water-Sewer-Reclaimed Water Utility shall have a goal of maintaining more than 25% of the total estimated annual Operational Revenues in reserve for known future obligations plus an allowance for unbudgeted contingencies. This policy would not include Federal Support for disaster relief.

Policy A1.3 In the event that the Mayor and City Council determine that there exists the need to set aside a minimum amount of water to be sold at a reduced rate or to grant some other forms of subsidy for users within the City's service area, the costs of such subsidies shall be from ~~other sources and not from water rates, fees or charges~~ a non-utility source.

Policy A1.4 The City shall not enter into a development agreement for any purpose that permits the developer to pay reduced water rates and/or reduced capacity fees unless such rates are collected from a non-utility source.

Policy A1.5 The City's policies on the collection of payments for water and sewer capacity fees, water meter fees, service charges and other fees shall be applied consistently and as follows:

Strategy A1.5a A customer must provide proof that either a building or grading permit application was submitted to the Community Development Division prior to paying any fees.

Strategy A1.5b All fees must be paid in full at the time of payment.

Strategy A1.5c If fees are scheduled to change, the customer has until one business day prior to the scheduled ~~fee~~ change to pay all fees under the current fee schedule. A customer may not use proof of an application submission prior to the fee schedule change to

pay fees under the previous fee schedule after the ~~fee~~-schedule change date.

Strategy A1.5d If a customer pays all fees but does not install the water meter and connect to City services before the building permit expires, the customer is subject to the latest fee schedule and any increase in fees will be assessed on the location. A decrease in fees will not be recalculated and refunded. The City should make an effort to contact the customer prior to the expiration of the building permit.

Strategy A1.5e If a customer changes the size of the water meter after all fees are paid, the customer is subject to the latest fee schedule and any increase in fees will be assessed on the location.

Strategy A1.5f All capacity fees are non-refundable and non-transferable from one parcel to another parcel.

Policy A 1.6 The City shall have a goal of full Cost Recovery for reclaimed water that is delivered within and outside of the City's incorporated limits.

A2 Enterprise Funding: Stormwater Utility

Policy A2.1 The Stormwater Utility shall collect revenues from properties with impervious surfaces according to an Equivalent Rate Unit (ERU) basis (See definition that follows). The Stormwater Utility shall have a goal of maintaining more than 10% of the total estimated annual Operational Revenues in reserve for known future obligations plus an allowance for unbudgeted contingencies.

Policy A2.2 The Stormwater Utility shall issue runoff credits for properties implementing eligible stormwater catchment systems as further described in the stormwater manual.

A3 Rate Design Elements: Water – Sewer – Reclaimed Water

Policy A3.1 Water, sewer and reclaimed water rates should be set on a cost-of-service basis. Commodity charges should reflect the costs across all customer classes. Rate structures should be designed with the goal of encouraging water conservation. The design of recommended rates should include provisions that will provide a minimum of 25% of revenues from fixed costs and the remainder from commodity ~~charges~~ rates. The design should also anticipate a balance between conservation (commodity charges) and revenue stabilization (fixed ~~charges~~ rates).

Policy A 3.2 Water, sewer and reclaimed water rates shall be internally reviewed annually. Any anticipated changes in the rate structure should be implemented in a timely manner in order to avoid large-scale shifts in rates. A formal rate study will be performed every three (3) years.

Policy A 3.3 Water, sewer and reclaimed water fixed and variable rates for customers located outside the City limits, including standpipe customers, ~~shall be~~ always be over and above the ~~City's~~ charges to customers within City limits and will be set during a formal rate study as per Policy A.3.2. The purpose of the increased charge rates is to capture those hidden costs that customers within the City limits pay and non-residents do not such as fixed costs (e.g., water meter charges).

Policy A 3.4 Reclaimed water rates should be set on a cost-of-service basis. In the event that cost-of-service rates discourage demand for reclaimed water, the rate for purchase of reclaimed water shall be adjusted to encourage its use. The adjusted rate will be subsidized by the water rate customers.

Policy A 3.5 Capital projects which would require the utility to take on debt greater than Policy A1.1 are not financially sustainable due to their potential impact on existing rates and capacity fees. Financing for large projects may require funding support from such sources as the federal government, state government, new taxing district or authority, public-private partnership, sales tax, revenue bonds or a combination of these sources.

A4 Private Water Company Acquisition

Policy A 4.1 The City of Flagstaff shall have a goal of becoming the sole retail water, sewer and reclaimed water provider within its incorporated boundaries. From time to time, the City may have opportunities to purchase other existing water delivery or sewer collection systems adjacent to or near the City's existing service area. The following criteria will be used to evaluate such opportunities:

- Strategy A4.1a The purchase must prove to be beneficial to the customers of the Utility.
- Strategy A4.1b The private water company must possess sufficient water supplies of sufficient capacity that meet applicable federal and state drinking water quality standards.
- Strategy A4.1c The components of the private water company's infrastructure (water production, pipelines, fire hydrants, etc.) should must be constructed to existing City utility standards or be upgraded to those standards prior to acquisition.

Strategy A4.1d The purchase of the private water company must not result in a net increase of costs to existing City water, sewer or reclaimed water customers.

Strategy A4.1e The new service area shall be within existing City limits or be annexed into the City of Flagstaff prior to purchase.

Definitions:

Cost Recovery: The collection of sufficient revenues from rates and capacity fees to meet the present and future operational, maintenance, capital and debt service obligations of the utility

Cost of Service: An evaluation process by which revenue requirements are used to generate a system of fair and equitable costs in proportion to the service received for each user classification.

Equivalent Rate Unit (ERU): The basic unit for the computation of stormwater service fees. All property in the City is subject to the periodic stormwater management utility service charge. The fee is based on number of ERUs, each ERU is equal to 1,500 square feet of impervious area.

Fund Balance: An account defined as the difference between the assets and liabilities of a fund. It is used as a measure of the amount available to budget or spend in the future.

Future Obligations: Previously identified capital improvement projects, including those approved capital projects contained in the five-year Capital Improvement Program.

Operational Revenues: Income derived from sources related to the utilities everyday business operations. Operational revenues consist of revenues from sales of a commodity (water, sewer, reclaimed water) and miscellaneous service revenues. For example, water sales and installation services generate on-going operating revenue, whereas the sale of City property is considered to be an unexpected, or "one-time", event.

B. Water Resource Management

B1 Use of Renewable Water Resources

Maximizing the use of renewable water supplies is an important water management tool to minimize the long-term impacts of over-drafting a community's groundwater resources. Examples of local renewable water supplies for the City of Flagstaff include surface water from Upper Lake Mary, spring flow from the Inner Basin, groundwater equivalent to net natural recharge, and directly delivered reclaimed water. Utilizing renewable water resources as the City's primary supplies will not only help Flagstaff be sustainable but it will also save groundwater for times when some of these surface water supplies are unavailable or severely limited due to prolonged drought conditions.

Policy B1.1 The City should maximize the use and delivery of local renewable water supplies that are available in any given year.

Policy B1.2 The City should consider developing a diverse renewable water supply portfolio to ensure redundancy in the event one supply is unavailable or severely limited due to prolonged drought conditions. A diverse water supply shall consider the following:

Strategy B1.2a The types of water supplies (e.g. groundwater, surface water) and the types of production infrastructure (e.g. wells, water treatment plants) necessary to treat and deliver each water supply.

Strategy B1.2b The water supplies should be hydrologically separate and distinct (e.g., groundwater, surface water, reclaimed water).

Strategy B1.2c The temporal aspect of the water supply for redundancy. For example, will the redundant water supply be available for a long time (i.e. groundwater) or for a shorter time frame (e.g. surface water in Lake Mary). When considering production infrastructure (i.e. wells), the redundancy should be available permanently.

Strategy B1.2d The timing and costs associated with maximizing these renewable resources.

B2 Water Adequacy – Adequate Water Supply Program

This policy relates to the City of Flagstaff maintaining its Designation of Adequate Water Supply (Designation) by the Arizona Department of Water Resources (ADWR). The primary purpose to maintain the Designation is to ensure that all new development within City limits has a proven 100-year water supply prior to construction. The benefit to the

community is to ensure the public's trust in the City's water resources and provide for long-term economic vitality and sustainability. This policy relates strictly to the tracking of and commitment to water resources and does not address the infrastructure requirements to deliver and utilize the water supply. Infrastructure requirements are addressed in Policy F.1 – Utilities Master Planning.

Policy B.2.1 Communication: The Utilities Division will provide the primary point of contact for all staff-level communication with both the ADWR and U.S. Bureau of Reclamation on water resources and water conservation regulatory related issues.

Policy B.2.2 Adequate Water Supply Program: the City shall develop a water management program to come into and remain in compliance with the Adequate Water Supply Program by demonstrating, at a minimum, that its water supplies are physically, legally and continuously available for at least 100-years.

Strategy B2.2a The Utilities Division shall conduct hydrologic studies necessary to estimate its 100-year volume of water supplies considering groundwater, surface water and reclaimed water per state regulations. These studies should at a minimum include partnering in the development, maintenance and update of a computerized groundwater flow model of the Coconino Plateau's regional hydrology in order to assist in evaluating the sustainability of the City's groundwater supplies over the long-term, their resilience from drought and to support the City's Designation of Adequate Water Supply. These studies should be reviewed and updated on a regular basis as more technical information becomes available.

Strategy B2.2b The Utilities Division will use data developed within the Integrated Utilities Master Plan - Water Resources Chapter (Policy F.1) to estimate the City's water demand needs at build-out.

Strategy B2.2c The City's water supplies, as determined by Policy B.2.2a, shall be dedicated to all existing developed parcels, new projects developed in accordance with their zoning designation on the Zoning Map, and new Subdivision Final Plats on a first come, first serve basis. The City should also consider the economic value of water and recommend a pre-defined volume of water to set-aside that is sufficient to encourage and maintain economic development and vitality.

Strategy B2.3d2d For each new Subdivision Final Plat, Zoning Map Amendment or Major/Minor Amendment to the Regional Plan an estimate of the annual average and peak day volume of water for the

development ~~will be~~ at built-out will be provided. The projected annual average water needs shall be calculated using the City of Flagstaff Engineering Standards and/or the water use metrics contained within the Utilities Department Integrated Water Master Plan – Water Resource Chapter. The build-out estimates, when appropriate, should consider additional water conservation measures that may reduce the development's projected annual average water needs into the future.

Strategy B2.3e2e The Utilities Division will commit, track and set aside with different time periods the necessary annual average and peak day water supply for all new Subdivision Final Plats and new projects developed in accordance with their existing zoning designation on the Zoning Map. Annual average and peak day water supply for Major amendments shall also be tracked but not committed or set aside.

Strategy B2.3f-2f The developer will be required to obtain a building or grading permit within the specified timeframes outlined below or risk losing the committed water resources:

- Subdivision Final Plat – there will no time limit on the reservation of the water resources committed for the subdivision as long as the City maintains its Designation of Adequate Water Supply with the Arizona Department of Water Resources
- Vacant Property Seeking Development Approval (e.g. Site Plan Review) – for all new development proposed consistent with the existing zoning as designated on the Zoning Map, there will no time limit on the reservation of the water resources committed as long as the City maintains its Designation of Adequate Water Supply with the Arizona Department of Water Resources
- Zoning Map Amendment and Minor Amendments to the Regional Plan – for such new development, water resources will only be committed for no longer than the time frame associated with the zone change approval within which the applicant has to commence construction (typically 2 years) as long as the City maintains its Designation of Adequate Water Supply with the Arizona Department of Water Resources.
- Major Amendments to the Regional Plan – there will be no reservation of committed water resources for these amendments.
- This Strategy should only be applicable to commercial, industrial and multi-family developments and those residential subdivisions that contain six (6) or more individual lots. This policy is not applicable to a single lot land owner within a pre-existing built-out subdivision.

Strategy B2.2g The Community Development, Economic Vitality and Utilities Divisions will coordinate regarding the City's available uncommitted water resources that can be allocated to priority developments shown in the voter approved Regional Plan. This will occur before approving any new extension, variance, or other changes to any final site or construction plans that results in the allocation of water beyond that what was originally approved.

Policy B 2.3 Compliance: The City shall apply for and maintain its status as a Designated water provider as determined by the ADWR. Additionally, City of Flagstaff will submit the committed demands for each Subdivision Final Plat and permits granted for existing lot developments on an annual basis to the ADWR as currently required by law.

B3 Water Quality

The mission of the City of Flagstaff's Utilities Division is to professionally and cost effectively provide water, wastewater and stormwater services. This is accomplished by being recognized as a leader of excellence in water utility services. Drinking water safety is a primary concern of the Utilities Division; safety shall be achieved by utilizing technology and qualified staff members to monitor production systems, sample the distribution system and evaluate opportunities to continually enhance the program while being cost effective to our customers. The City shall develop water quality programs that provide potable water which is treated, tested and safe for Flagstaff citizens, businesses and visitors and meets all current water quality regulations.

Wastewater quality shall be established through an active pretreatment and monitoring program which ensures the safety of the City's infrastructure and adherence to regulations. Reclamation facilities are designed to permit the use of reclaimed water for either direct reuse or indirect reuse and shall be monitored in accordance with each facility's permit. The City shall develop water quality programs that provide reclaimed water which is treated, tested and safe for Flagstaff citizens, businesses and visitors, and meets all current water quality regulations.

Water

Policy B 3.1 The City shall develop water treatment facilities which:

- a. Provide quality water which meets current federal regulations,
- b. Consider operational costs and water quality standards when determining treatment options, and
- c. Consider aesthetic characteristics such as taste, odor and residual chlorine in the design process of treatment options.

Policy B 3.2 The City shall maintain monitoring schedules which provide:

- a. Monitoring at each facility, both on-site and remotely, if applicable,
- b. Sampling schedules designed to monitor as early in the compliance cycle as possible,
- c. Sampling appropriately within the distribution system,
- d. Sampling results shared with residents in a timely fashion, and
- e. Compliance with Federal, State and Local regulations for each parameter of interest tested.

Policy B 3.3 The City shall maintain a compliance laboratory for both operational and compliance purposes, which provides rapid response to operations for routine testing where:

- a. Parameters that are tested shall minimize turn-a-round time,
- b. Parameters that are tested shall improve operational efficiency and effectiveness,
- c. Parameters that are tested will be cost effective for regulatory compliance,
- d. Verification of testing completed and each result will be in compliance with Federal, State and Local regulations,
- e. Water quality sampling data shall be managed using a computerized database management system to facilitate tracking, trending and archival of the information, and archival of the information.
- f. All laboratories used by the City shall be certified by the Arizona Department of Environmental Quality (ADEQ) for the parameters that are tested.

Policy B 3.4 The City shall maintain a cross connection program which requires all backflow devices within the City, except single family homes unless equipped with a fire sprinkler system, to be tested annually and in compliance with Federal, State and local regulations. All testing and permitting costs will be the responsibility of the owner.

Wastewater

Policy B 3.5 The City shall maintain a pretreatment program which adheres to U.S. Environmental Protection Agency (USEPA) requirements. This program shall perform the following at a minimum:

- a. Maintain an annual inspection, monitoring and sample schedule which protects the City's infrastructure,
- b. Ensure businesses do not discharge wastes which can lead to sanitary sewer overflows, and

- c. Ensure businesses do not discharge waste which can compromise the collection infrastructure, treatment facility, impair operators or cause reclaimed water to fail to meet permit requirements.

Policy B 3.6 The City shall develop wastewater treatment facilities which:

- a. Adhere to Aquifer Protection and Arizona Pollutant Discharge Elimination System permits issued by the ADEQ,
- b. Provide the best use of reclaimed water while ensuring compliance to the facility's regulatory permit(s),
- c. Allow the greatest flexibility in plant operations,
- d. Minimize operational costs, and
- e. Provide reclaimed water at a minimum quality of A+.

Policy B 3.7 The City shall develop appropriate emergency response plans that:

- a. Coordinate with multiple agencies to facilitate communication and minimize challenges in the event of an emergency,
- b. Develop cooperative agreements with surrounding organizations or communities, if appropriate, and
- c. Review facility emergency operations plans on an annual basis to ensure appropriate response.

B4 Water Reclamation – Reclaimed Water

The State of Arizona is recognized as a national leader in the management and regulation of reclaimed water which has led to its increased use across the State. The Governor's Blue Ribbon Panel Report on Water Sustainability states that reclaimed water has significantly increased in use over the past two decades and now represents 3% of the total water used throughout the State in 2012. During this same time period, the City of Flagstaff has been known within Arizona as a leader in reclaimed water use and it now represents 20% of total water used within the City. The treatment, delivery and use of reclaimed water will continue to play a significant role in the sustainability of our community today and into the future.

Definitions

- i. Direct Reuse: in accordance with Arizona Administrative Code (A.A.C.) R18-9-701, Direct reuse means the beneficial use of reclaimed water for a purpose allowed by state law. The delivery of this water supply is accomplished via a separate distribution system, commonly colored purple. The uses of Class A+ reclaimed water that are common to Flagstaff and are listed in A.A.C. R18-11-309-Table A include: residential or school ground landscape irrigation,

irrigation of food crops, toilet and urinal flushing, fire protection systems, snowmaking, golf course irrigation, dust control, and street cleaning. Direct reuse does not include water for potable consumption.

- ii. Groundwater Recharge: in accordance with Arizona Revised Statutes groundwater recharge is conducted utilizing either a Constructed (§45-802.01.4) or a Managed (§45-802.01.12) Underground Storage Facility (USF) that has the intent to storing water underground. In general, a Constructed USF is an engineered and designed recharge facility while a Managed USF simply utilizes the natural channel of a stream (e.g., Rio de Flag) to recharge the groundwater aquifer.
- iii. Indirect Reuse: in accordance with industry standards and for the purposes of this policy, Indirect Reuse means the use of reclaimed water that has been previously recharged and stored underground; that has been co-mingled or mixed with the natural groundwater system; then withdrawn or recovered via water supply wells. This co-mingled mix of water meets all Safe Drinking Water Act requirements.
- iv. Reclaimed Water: in accordance with A.A.C. R18-9-701, Reclaimed water means water that has been treated or processed by a wastewater treatment plant or an on-site wastewater treatment facility.
- v. Recovery: in accordance with Arizona Revised Statutes, recovery of stored water is the withdrawal of a water supply (e.g., reclaimed water) that has been previously recharged underground pursuant to applicable state law (§45-831.01 - §45-836.01).

Policy B 4.1 The Utilities Division should remain engaged in regional, state and national discussions on the use and regulation of reclaimed water regarding the management and quality of the water supply and the state of the science of treatment technologies. This should be accomplished by remaining active at a minimum in the national WaterReuse Association and its Arizona chapter (WaterReuse Arizona), Water Environment Federation and the national American Water Works Association and its Arizona section (AZ Water).

Policy B 4.2 The Utilities Division should design and construct water reclamation facilities that treat and produce reclaimed water to the highest water quality standards permitted by Federal and State law. Additionally, the Utilities Division should evaluate the economic costs and environmental and health-risk benefits of implementing additional treatment alternatives that are beyond existing laws.

Policy B 4.3 The Utilities Division should continue to recommend updates to policies and ordinances that encourage the Direct Reuse of reclaimed water where appropriate and consistent with State and Federal laws.

Policy B 4.4 The Utilities Division should develop a Groundwater Recharge & Recovery program that is in compliance with applicable state laws (§Title 45 Chapter 3.1 Underground Water Storage and Replenishment). The purpose of this program would be to optimize the management and use of the City's unused reclaimed water.

Policy B 4.5 The Utilities Division should maintain an educational program that focuses on reclaimed water, its safety, quality, public perception and beneficial uses.

Policy B 4.6 Reclaimed Water System Capacity Allocation Program: The Utilities Division shall track and monitor existing and proposed peak day and average annual reclaimed water deliveries in order to prevent exceeding the City's ability to provide reliable service. When system capacity has been approached, the Utilities Director will stop issuing any new Reclaimed Water Agreements until such time that additional reclaimed water ~~supplies are capacity is~~ available.

Policy B 4.7 The Utilities Division should require each user to have a direct delivered Reclaimed Water Agreement. These Agreements should contain at a minimum; customer name, address, place of use, point of delivery, delivery schedule (i.e., maximum peak day, maximum monthly and annual volume), commodity rate, termination date and other applicable information as appropriate. Reclaimed water allocations will be based upon a first come: first served basis. If reclaimed water is ~~is~~ over allocated then ~~we the City~~ will deny ~~additional new~~ customers until additional resources become available. In the event of a reclaimed water shortage, the shortfall will be spread evenly across all customers.

Policy B 4.8 Golf courses, other large turf areas (e.g., schools, parks, etc) and amenity lakes shall use Direct Reuse of reclaimed water.

Policy B 4.9 In conjunction with Policy A.3.4 within ~~Section~~ Rate Design Elements: Water-Sewer-Reclaimed Water Section; Reclaimed water rates should be set on a cost-of-service basis. To the extent these rates do not provide adequate price incentive, the ~~price rate~~ of reclaimed water shall be based on a value which encourages its use and will be subsidized by the water rate customers.

Policy B 4.10 The priority uses or future allocations of reclaimed water are:

Existing Customers. First priority shall be given to those customers that already have an agreement for reclaimed water with the City. The Utilities Division shall renew any existing customer's agreement for reclaimed water delivery in the event they request continued service and they have met all applicable financial and legal requirements of City State and Federal laws.

Water Conservation. Conserve potable water through the Direct Reuse of reclaimed water by converting existing uses of potable water to reclaimed water, where appropriate allowed by State Law.

Public Benefit. The Direct or Indirect Reuse of reclaimed water should be encouraged to sustain or promote economic vitality, augment the City's water supply (e.g., Groundwater Recharge and Recovery) and sustain riparian habitat, wetlands or ponds.

Examples of such Direct and Indirect Reuse of reclaimed water in no specific order of priority:

Uses of reclaimed water that are identified and approved by the ADEQ (i.e., A.A.C. R18-11-309. Table A).

Riparian habitat, wetlands & ponds: Use of reclaimed water to support areas of vegetation that is dependent on saturated or moist soils along the banks of the Rio de Flag which is distinct from the predominant or typical landscape type.

Amenity Lakes or Ponds: Direct Reuse of reclaimed water to fill and maintain amenity or decorative lakes that have public access.

Landscaping: Irrigation of turf and other types of landscaping associated with public parks, cemeteries, schools, ball fields, golf courses.

Construction/Street cleaning: Use of reclaimed water for dust control or street sweeping on construction projects or City streets whether by private company, federal, state DOT or municipal use. This can be either through approved hydrant use or hauled water.

Commercial, Industrial and Manufacturing: Any commercial, industrial or manufacturing operation that uses reclaimed water for its processes.

Managed or Constructed Underground Storage (or recharge) Facilities: Storing reclaimed water underground for future use within permitted groundwater recharge facilities that are located within or adjacent to the Rio de Flag.

Recovery: Use of a City water supply well to withdraw or recover a mixed, co-mingled source of reclaimed water with groundwater. that has been previously stored underground pursuant to applicable state law.

B5 Recharge and Recovery

In order to ensure groundwater supplies are sustainable and resilient to the impacts from prolonged drought, the City should be involved in the recharge of its unused renewable water supplies. In addition, the City should plan and implement strategies to recover those renewable water supplies that are stored underground to meet its customers long-term water needs.

Policy B 5.1 The City should continue to develop local water recharge and recovery initiatives. These initiatives should:

- a. Maximize the storage of the City's unused reclaimed water underground (recharge) by developing, constructing and permitting City-owned Underground Storage Facilities, where appropriate, through the Arizona Department of Water Resources.
- b. Capture and recover the stored reclaimed water through water supply wells located down-gradient and permitted as Recovery Wells through the Arizona Department of Water Resources.

Policy B 5.2 The City should remain engaged, informed and involved in state-wide and regional discussions regarding groundwater use, recharge and recovery.

C. Water Conservation

The City of Flagstaff Water Conservation program provides customers with an educated awareness of water as a valuable resource. This program enables water use efficiency and less demand on our water supply resulting in reduced capital and operating costs for water production and wastewater treatment. Conservation also results in reduced energy needs for water production by reducing the amount of energy required to deliver water to our customers. A comprehensive and consistent water conservation and usage policy shall be developed that would include the best use of all the City's water resources while assuming a leadership role for Water Conservation in the community.

C1 Education

Policy C 1.1 The Water Conservation Section shall maintain a year-round water conservation program that provides outreach to its citizens. Program administrators shall participate and provide educational information at various events in the community and provide updates through the City of Flagstaff's website and other appropriate venues. The program shall promote Xeriscape and not "zeroscape" in landscape design.

C2 Water Use Restrictions and Regulatory Compliance

Policy C 2.1 the ~~W~~water ~~C~~onservation-~~S~~section develops and maintains an ordinance that shall require less water consumption per capita yet enables the consumer to maintain an aesthetically attractive, comfortable and clean environment.

Strategy C2.1a The Water Conservation Section shall also partner with the Community Development Division and the Utilities Stormwater Section to ensure compliance with the codes these programs enforce. The Water Conservation program shall collaborate with these programs to develop additional strategies or programs to achieve future reduction in per capita water use.

Strategy C2.1b The Water Conservation Section shall develop and maintain Strategy Levels in the ordinance that defines the severity of each water shortage level and required cutbacks with pre-defined criteria regarding when each level goes into effect.

Strategy C2.1c The Water Conservation program shall track water demand and consumption. This information shall be updated on a regular basis to be used in a variety of reports.

C3 Incentive Programs

Policy C3.1 The Water Conservation Section should consider and develop a rebate program in the form of monetary credit on a customer's water bill in order to encourage the further conservation of the City's water supplies.

Strategy C3.1a The criteria used to determine program products for rebates shall include at a minimum the water savings compared to the cost of implementing a specific water savings device (e.g. \$/gallons of water saved per unit device).

Strategy C3.1b Metrics related to the water conservation rebate program shall be calculated to determine effectiveness of such programs and assist in developing future program parameters. Devices that created the greatest water savings will be used in future rebate programs. Ineffective devices will be replaced with ones that yield better water savings.

C4 Regional Participation

Policy C4.1 The City of Flagstaff should participate in local and state-wide groups that promote water conservation.

Strategy C4.1a The City of Flagstaff shall partner with the appropriate local events that include water conservation.

Strategy C4.1b The City of Flagstaff shall attend informational meetings. That includes, but is not limited to, Arizona Department of Water Resources, InfoShare, and ReNEWS.

C5 Rainwater Harvesting

Policy C5.1 The Water Conservation program shall work closely with the Stormwater Section to insure the same goals of conserving water are addressed in each program and are supportive of each other.

C6 Support of Riparian Areas

Policy C6.1 The Water Conservation program should establish criteria on how unused reclaimed water will be used for the benefit of the environment and support of riparian needs into the future.

C7 Drought Planning

The City's renewable water supplies are often impacted by short-term changes in local precipitation and would be severely impacted by any long-term changes in regional climate. The City will maintain a Drought Contingency Plan within its Water Conservation ordinance in order to establish policies, rules and penalties to be implemented when a water deficiency condition has been declared.

Policy C 7.1 The City shall maintain a Drought Contingency Plan and it should:

- a. Coincide with the Water Resources Master Plan,
- b. Establish strategies and their goals, develop triggers for when each strategy shall be implemented,
- c. Provide for authority and enforcement,
- d. Communicate the difference between water conservation as a lifestyle and demand reduction as a drought response, and
- e. Contain clear procedures on how the plan will be implemented, including provisions for informing the public.

Policy C 7.2 The Drought Contingency Plan goals should be:

- a. To protect public health and safety,
- b. Aid in community-wide economic security,
- c. Provide sufficient water to meet the needs of the City of Flagstaff water customers,
- d. Allocate the impacts and hardships caused by drought equitably,
- e. Minimize the disruption to the economy so that jobs are protected and regional economic stability is preserved, and
- f. Provide options for updating or amending the Drought Plan by the City Council.

Policy C 7.3 The Drought Contingency Plan should define and establish triggers and water use restriction strategies.

- a. Consider defining multiple levels of water use restriction stages and strategies to reduce water consumption.
- b. Consider defining triggers based upon infrastructure limitations.
- c. Consider defining triggers based upon hydrologic supply limitations.

D. Stormwater

The responsibilities of the Utility's Stormwater Section are categorized into stormwater quantity (flood control), stormwater quality, and watershed management. Some activities, such as Low Impact Development (LID), which captures stormwater for reuse and infiltration, address both water quality and quantity.

In general, the Stormwater Section's activities include a variety of mandated compliance programs including the FEMA Flood Insurance Program and the EPA mandated National Pollutant Discharge Elimination System (NPDES). The Section also manages Master Planning efforts, enforces stormwater design standards, and responds to drainage complaints received from citizens. The Section delivers a capital improvement program for drainage infrastructure improvements as well as managing a drainage maintenance program.

D1 Compliance

Policy D1.1 The City shall make necessary and timely changes to ensure full compliance with Federal Emergency Management Association (FEMA) floodplain regulations, and the National Pollution Discharge Elimination System (NPDES) regulations administered by both the U.S. Environmental Protection Agency (USEPA) and the Arizona Department of Environmental Quality (ADEQ).

Policy D1.2 The City will maintain contact with FEMA, USEPA, and ADEQ to remain up-to-date on pending and adopted regulatory changes, ensure that changes to City policies and ordinances necessary to remain in compliance are adopted and implemented, and provide necessary training and public outreach to customers to assist with compliance.

D2 Flood Control

Policy D2.1 The City will continually strive to improve the ranking in the Community Rating System (CRS) in order to provide discounted flood insurance for the community.

Policy D2.2 The City will continually strive to improve the accuracy of Flood Insurance Rate Maps

| Policy D2.3 The City will partner with the Emergency Operations Center (EOC), Streets and other emergency responders to develop detailed policies and procedures for local and regional flood response scenarios.

| Policy D2.4 By working with the Public Works Streets Section, ensure proper inventory of the drainage infrastructure and provide necessary funding for future years based on system growth and need.

D3 Stormwater

Policy D3.1 The City shall conduct drainage master planning for all major (regulatory) watercourses in the City, adopt development standards that adhere to the results of the Master Plans, and explore funding sources for the construction of prioritized master plan projects.

Strategy D3.1a All public and private drainage infrastructure proposed to be constructed on watercourses included in the completed Master Plan should be constructed according to the results and recommendations within the Master Plan.

Strategy D3.2b The City shall work with the US Army Corps of Engineers to secure funding for completion of the project that addresses including but not limited to the upper Rio De Flag and Clay Avenue watercourses.

Policy D3.2 The City's Stormwater Management Design Manual shall contain current design and inspection requirements for private development drainages.

Policy D3.3 The City shall respond to drainage complaints within 24 hours of receipt and provide timely resolution.

Policy D3.4 The City's shall provide appropriate credits for the stormwater quantity and quality improvements outlined and periodically updated in the Stormwater Credit Manual.

Policy D3.5 The City shall promote the direct use of stormwater as a water conservation tool and develop best management practices to capture and use stormwater in a variety of ways for a variety of uses.

Policy D3.6 Drainage improvements should be designed to promote infiltration, when practical. The use of concrete and closed conduits shall be discouraged.

| Policy D3.7 The City shall develop and maintain a capital drainage improvement program (DRIP) and work cooperatively with the Public Works Streets Section Division to complete small-scale drain improvements.

Policy D3.8 The City shall continually seek to evaluate the feasibility of alternative, less costly approaches to stormwater management. Such approaches may include exploring

Green Streets as a solution for drainage problems, creating LID demonstrations or pilot projects as part of any City funded projects, and developing incentives for LID demonstrations and pilot projects on private developments.

D4 Watershed Management

Policy D4.1 To protect the City's water supply and quality, the City will actively seek to encourage implementation of watershed restoration projects both within City boundaries and on lands owned or managed by private and public entities.

- Strategy D4.1a The City shall partner with the "Stream Team," whose mission is to identify opportunities for restoration maintenance and preservation of streams, washes, and open channels within City limits, and work with neighborhoods, community representatives and other jurisdictions to ensure successful implementation of watershed restoration projects.
- Strategy D4.1b The City will partner with a variety of private and public entities to support the implementation and maintenance of watershed restoration programs on parcels beyond the city limits that have a benefit to the City.

E. Infrastructure

E1 Water System Capacity Redundancy

Surface water supplies can be subject to interruptions and reduced or unavailable supply for a variety of reasons including drought, water quality, or infrastructure failure. Groundwater supplies can also be subject to interruptions for several reasons, including water quality and infrastructure failure. Therefore, having redundant (back-up) water supply sources and the necessary infrastructure to deliver that supply is good business practice. The purpose of requiring redundancy in our infrastructure is to ensure reliable water delivery to municipal customers in the event of a disruption of the City's primary water supply.

Policy E1.1 The City should develop system infrastructure as follows:

Strategy E1.1a The water system must be designed to provide an uninterrupted supply of water during peak hourly demand with a minimum supply pressure of 40 pounds per square inch (psi) at the supply point for Maximum Probable Development (MPD) and for an economical life of not less than 50 years;

Strategy E1.1b The public water supply system must be designed for the MPD of the entire subdivision and any undeveloped land beyond and in accordance with the ~~land development zoning~~ code.

Policy E1.2 The City should maintain a diversified water resource portfolio in order to maintain an adequate redundant water supply by:

Strategy E1.2a Maximizing the use of reclaimed water ~~to offset the use of potable water~~ on areas that are ~~permissible by State law. appropriate within the City.~~ This may include direct delivery of reclaimed water or recharge of our underground aquifers.

Strategy E1.2b Constructing the necessary infrastructure for the transmission of treated water between various water supply sources.

Policy E1.3 The City should maintain sufficient water storage in order to maintain an adequate redundant water supply by considering the following:

Strategy E1.3a The basic objectives of water storage facilities are to help meet peak flow requirements, to equalize system pressures, and to provide emergency water supply, such as fire flow requirements.

Strategy E1.3b Water storage capacity shall be met by use of ground or subsurface mounted types of storage tank facilities installed at an elevation above the upper zone boundary elevation of that portion of the distribution system it serves. Elevated water storage can also be referred to as gravity storage tanks or

reservoirs. Elevated pedestal mounted water storage tanks shall not be used.

Policy E1.4 The City should maintain a water pipeline redundancy in order to maintain an adequate redundant water supply by considering the following:

- Strategy E1.4a Redundancy in the water distribution system is one way that the City can ensure reliability in delivering water to both residential and commercial customers.
- Strategy E1.4b Consider adding redundancy within the distribution system when replacing facilities that have reached the end of economic ~~life lives~~ or when performing repairs on existing facilities that require wholesale customer outages and the costs of redundancy are less than the avoided risk costs.
- Strategy E1.4c Redundant distribution water mains may be required to parallel transmission mains in order to meet water demands during a transmission main outage.

E2 Water System Capacity Allocation

This policy relates to how the City of Flagstaff will plan and allocate the water system capacity available for new development. The primary purpose is to avoid exceeding the flow capacity of pipeline infrastructure and water production and treatment capacity. The benefit to the community is to ensure the public's trust in the City's water system and provide for long-term planning tool for community sustainability. This policy relates strictly to the tracking and commitment of the City's "paper water" peak day demands and is allocated on a "first in time, first in right" principle. Infrastructure requirements are addressed in Policy F1 – Utilities Master Planning.

Policy E2.1 It is the intent of the Utilities Division to provide adequate water system capacity to meet the City's future development needs. In order to timely provide these services it will be Division policy to plan for future infrastructure, water production and treatment capacity needs by adopting the following benchmarks:

- Strategy E2.1a At 80% of committed peak day demand – the Utilities Division will identify additional sources, treatment capacity needs, funding options, start design and necessary land acquisition for increased capacity needs.
- Strategy E2.1b At 85% of committed peak demand - the Utilities Division will begin construction to expand necessary facilities.
- Strategy E2.1c At 95% of committed peak demand – the Utilities Division will have completed construction and all necessary regulatory

agency permits will have been obtained and begin full operation.

Policy E2.2 Communication: The Utilities Division will provide the primary point of contact for all staff-level communication with both the Arizona Department of Environmental Quality and the USEPA on water quality related issues.

Policy E.2.3 Water Capacity Allocation Program: The Utilities Division shall track and monitor existing and proposed water demands to prevent the pipeline and treatment plants from exceeding the permitted design flow capacity and prevent outages or curtailments from occurring. Flows shall be based on the applicant's ~~water~~ water build-out flow basis not actual flows. Any differential between actual flows and the development's build-out water flow basis that occurs is not available to the applicant for re-allotment to another project or project expansion.

Strategy E2.3a The Utilities Division shall conduct hydraulic modeling studies, (known as a Water-Sewer Impact Analysis) necessary to estimate water infrastructure impacts considering existing and proposed demands per City Engineering standards. These studies shall be reviewed and updated on a regular basis as more technical information becomes available.

Strategy E2.3b The Utilities Division will use water demand data submitted during the Inter Departmental Staff Review Board process to estimate the Developer's water demand needs at build out.

Strategy E2.3c The Utilities Division will commit, track and set aside with different time periods the necessary water system capacity (peak day water flow) for all new Subdivision Final Plats and new projects developed in accordance with their existing zoning designation on the Zoning Map. Annual peak day water capacity requirements for Major Regional Plan Amendments shall also be tracked but not committed or set aside.

Strategy E2.3d The developer will be required to obtain a building or grading permit within the specified timeframes outlined below or risk losing the committed water system capacity:

- Subdivision Final Plat – there will no time limit on the reservation of the water system capacity committed for the development and it is not transferrable
- Zoning Map Amendment and Minor Amendments to the Regional Plan – for such new development, water resources and Utilities Water-Sewer Impact Analysis will only be committed for no longer than the time frame

associated with the zone change approval within which the applicant has to commence construction (~~typically~~ 2 years per City Council approval)

- Major Amendments of the Regional Plan – there will be no reservation of committed water system capacity for these amendments

Strategy E2.3e Developments that require water system capacity infrastructure which are not included within with Utilities Division 10-year Capital Improvement Plan or those that create water system capacity requirements beyond what the existing water system can provide shall be treated on a case by case basis. After a Water-Sewer Impact Analysis is conducted, the Utilities Division may require the developer to drill a well or multiple wells necessary to meet the developments “average daily” capacity requirements. The Utilities Division should develop criteria for when a well or multiple wells will be required to be funded separately by the Developer. The Utilities Division will be responsible to provide the difference between the development’s “average day” and “peak day” water system capacity requirements.

Strategy E2.3f Developments that require water storage capacity infrastructure which are not included in the current 10 year Capital Improvement Plan or those that create water storage requirements beyond what the existing water storage facilities shall be treated on a case by case basis. In order to meet regulatory requirements for water storage, the Utilities Division may require the developer to fund and construct storage tank(s) equal to their “average day” water demands. The Utilities Division should develop criteria for when a storage tank(s) will be required to be funded separately by the Developer. The water storage tanks must be placed at an elevation that will provide adequate pressure for the Zone. It is the developer’s responsibility to obtain the appropriate land and right-of-way required to place the tank(s) and convey the water from the tank(s) to the site.

E3 Sewer System Capacity Allocation

This policy relates to how the City of Flagstaff will plan and allocate the sewer system capacity available for new development. The primary purpose is to avoid exceeding the flow capacity of pipeline infrastructure and wastewater plant treatment capacity. The benefit to the community is to ensure the public’s trust in the City’s sewer system, avoiding public health hazards and provide for long-term planning tool for community sustainability. This policy relates strictly to the tracking and commitment of the City’s “paper sewer” demands and does not address the future infrastructure requirements needed to support

build out. Infrastructure requirements are addressed in Policy F.1 – Utilities Master Planning.

Policy E3.1 It is the intent of the Utilities Division to provide adequate sewer capacities to meet the City's future development needs. In order to timely provide these services it will be department policy to plan for future infrastructure and treatment capacity needs by adopting the following benchmarks:

Strategy E3.1a At 75% of actual flow capacity - the Utilities Division will identify additional treatment capacity and funding options.

Strategy E3.1b At 80% of actual flow capacity – the Utilities Division will begin design and necessary land acquisition for increased capacity needs.

Strategy E3.1c At 85% of actual flow capacity – the Utilities Division will begin construction of expanded facilities.

Strategy E3.1d At 95% of actual flow capacity – the Utilities Division will have completed construction and all necessary regulatory agency permits will have been obtained and begin full operation.

Policy E.3.2 Communication: The Utilities Division will provide the primary point of contact for all staff-level communication with both the ADEQ and the USEPA on sewer discharge regulatory related issues.

Policy E.3.3 Sewer Capacity Allocation Program: The Utilities Division shall track and monitor existing and proposed sewer flows to prevent the pipeline and treatment plants from exceeding the permitted design flow capacity and prevent sanitary sewer overflows from occurring. Sewer Capacity Assurance tracking shall be in accordance with Arizona Administrative Code (AAC) R18-9-E301(C)(2) and in compliance with the ADEQ guidelines on an ongoing basis.

Strategy E3.3a The Utilities Division shall conduct hydraulic modeling studies (known as Water-Sewer Impact Analysis) necessary to estimate sewer infrastructure impacts considering existing and proposed demands per City Engineering standards. These studies shall be reviewed and updated on a regular basis as more technical information becomes available.

Strategy E3.3b The Utilities Division will use sewer demand data submitted during the Interdivisional Development Review Board process to estimate the Developer's sewer demand needs at build-out.

Strategy E3.3c The Utilities Division will commit, track and set aside with different time periods the necessary sewer system capacity

(average daily design flow at build-out) for all new Subdivision Final Plats and existing zoning grading plans that are approved by the City Council. Annual average daily sewer capacity requirements for Major amendments shall also be tracked but not committed or set aside. The projected average daily sewer flow shall be calculated using the City of Flagstaff Engineering Standards and/or the sewer unit design flow tables contained within the Arizona Administrative Code (AAC) R18-9-E301 Table 1.

Strategy E3.3d The developer will be required to obtain a building or grading permit within the specified timeframes outlined below in accordance with the conditions of the Zoning Map Amendment approval or risk losing the committed sewer system capacity:

- ~~Subdivision Final Plat – there will be no time limit on the reservation of the sewer system capacity committed for the development and it is not transferrable~~
- ~~Subdivision Final Plat – there will no time limit on the reservation of the sewer system capacity committed for the development~~
- Zoning Map Amendment and Minor Amendments to the Regional Plan – the Utilities Water-Sewer Impact Analysis reservation of a committed sewer demand for the approved conditions of the amendments will be no longer than a 2-year timeframe in accordance with Division 10-20.50 of the Zoning Code
- Major/Minor Amendments of the Regional Plan – there will be no reservation of committed sewer system capacity for these amendments

Strategy E3.3e Developments that require sewer system capacity infrastructure which are not included within with Utilities Division 10-year Capital Improvement Plan or those that create sewer system capacity requirements beyond what the existing sewer system can provide will be treated on a case by case basis. After a Water-Sewer Impact Analysis is conducted, the Utilities Division may require the developer to upsize sewer infrastructure off-site to meet the developments “average daily” capacity requirements. The Utilities Division should develop criteria for when upsizing will be required to be funded separately by the Developer.

Strategy E3.3f Each new development, Zoning Map Amendment or a Major/Minor amendment to the Regional Plan will submit to the City an estimate of the maximum number of units (both residential and non-residential) and the average daily sewer design flow their development will require at built-out.

Strategy B3.3g The Community Development, Economic Vitality and Utilities Divisions will coordinate regarding the City's available uncommitted sewer capacity that can be allocated to priority developments shown in the voter approved Regional Plan. This will occur before approving any new extension, variance, or other changes to any final site or construction plans that results in the allocation of sewer capacity beyond that what was originally approved.

Policy E.3.4 Compliance: The City shall maintain its Designation as an Arizona Pollutant Discharge Elimination System Site and the permitted discharge limits as determined by the ADEQ. Additionally, City of Flagstaff will submit these committed demands to ADEQ for any new subdivision, site, system extension or collection system expansion as currently required by law.

E4 Service Outside City Limits

The City of Flagstaff provides water and sewer service to some areas outside its City corporate limits. These areas include unincorporated areas of Coconino County such as portions of Doney Park, Camp Townsend, Pine Del, Ft. Tuthill and county islands within Flagstaff corporate limits. The purpose of this policy is to describe the conditions, requirements, and procedures for obtaining City of Flagstaff water and sewer service connections to areas located outside the corporate limits of the City of Flagstaff.

Policy E 4.1 The City will consider out of city requests for service from customers in Unincorporated County Areas that are located within or contiguous to the City of Flagstaff corporate limits using the following criteria:

Strategy E4.1a The Unincorporated County Areas shall agree to be annexed into the City of Flagstaff. This provision only applies to new customers, existing customers are "grandfathered"

Strategy E4.1b The property requesting annexation must be within or contiguous to the City of Flagstaff corporate boundary.

Strategy E4.1c Water or Sewer main extensions will be permitted only after annexation of the property is completed and approved by the Flagstaff City Council or property owner has signed a pre-Annexation Agreement-

Strategy E4.1d Requests for service shall be evaluated by a cross-divisional internal team. The City will consider the economic value, potential

costs to existing ratepayers, operation and maintenance costs, impacts to water resources, adequateness of infrastructure, and regional land use plans prior to granting service requests.

Strategy E4.1e Requests for service within other jurisdictions that are not described above will require an Intergovernmental Agreement (IGA) between the City and the other jurisdiction.

Strategy E4.1f Deviation from this policy will require City Council approval.

Strategy E4.1g Utility line extensions may require a Water-Sewer Impact Analysis. Requirements for water and sewer extensions shall be outlined within this analysis.

Policy E 4.2 The City's general policy for providing retail water service to outside City customers will depend on the property's location and the City's obligation for providing water service and consider the following:

Strategy E4.2a The City will allow a water service connection if a property fronts an operating water main that is less than 16-inches in diameter, (mains 16-inches and larger are transmission mains that are not intended for tapping), there is sufficient capacity in the system to meet peak hour fire flows, and all City Code and Engineering Design Standards associated with obtaining water service are met.

Strategy E4.2b All service connections and main extensions shall comply with all applicable standards and code requirements, including, but not limited to, Flagstaff City Code, City of Flagstaff Engineering Design Standards, International Fire Code, and Maricopa Association of Governments (MAG) Standards.

Strategy E4.2c Service connections and main extensions shall be located in public right-of-way meeting the standards of the City of Flagstaff. An easement, license or non-revocable permit is required for main extensions in the public right-of-way. If the service connection or main extension cannot be installed in right-of-way, a dedicated easement meeting City of Flagstaff design requirements will need to be approved by the City of Flagstaff Utilities Department.

Strategy E4.2d The City will provide service through a water service connection if a property fronts an operating City water distribution main, the main is within the correct pressure zone, there is sufficient capacity in the water system, and all City Code and COF Engineering Design Standards associated with obtaining water services are met.

Strategy E4.2e Applicants shall be required to pay all applicable outside City of Flagstaff development fees, capacity fees, connection fees, repayment agreement fees, and permit fees.

Strategy E4.2f The property to be served shall meet the same infrastructure development ~~water~~ standards required of properties within the City of Flagstaff ~~limits that seek water service~~.

Strategy E4.2g The City has the authority to deny or discontinue service if the service connection could threaten or endanger the safe, efficient and adequate service.

Strategy E4.2h The current outside City water service areas are shown and updated in the Water System Master Plan.

Policy E 4.3 The City's general policy for providing retail sewer service to outside City customers will depend on the property's location and the City's obligation for providing sewer service and considering the following:

Strategy E4.3a The City will allow a sewer service connection if a property fronts an operating sewer main that is less than 18-inches in diameter, (mains 18-inches and larger are interceptor sewers that are not intended for tapping), there is sufficient capacity in the system to meet peak hour wastewater flows, and all City Code and Engineering Design Standards associated with obtaining sewer service are met.

Strategy E4.3b Under no circumstances will services be allowed into existing manholes.

Strategy E4.3c Sewer service within other jurisdictions that are not described above will require an Intergovernmental Agreement (IGA) between the City and the other jurisdiction.

Strategy E4.3d All service connections and main extensions shall comply with all applicable standards and code requirements, including, but not

limited to, Flagstaff City Code, City of Flagstaff Engineering Design Standards, International Building Code, and Maricopa Association of Governments (MAG) Standards.

Strategy E4.3e Service connections and main extensions shall be located in public right-of-way meeting the standards of the City of Flagstaff. An easement, license or non-revocable permit is required for main extensions in the public right-of-way. If the service connection or main extension cannot be installed in right-of-way, a dedicated easement meeting City of Flagstaff design requirements will need to be approved by the City of Flagstaff Utilities ~~Division~~ Department.

Strategy E4.3f Applicants shall be required to pay all applicable outside City of Flagstaff development fees, capacity fees, connection fees, repayment agreement fees, and permit fees.

Strategy E4.3g The property to be served shall meet the same infrastructure development ~~sewer~~ standards required of properties within the City of Flagstaff. ~~_limits that seek sewer service.~~

Strategy E4.3h The City has the authority to deny or discontinue service if the service connection could threaten or endanger the safe, efficient and adequate service.

Strategy E4.3i The current outside City sewer service areas are shown and updated in the Wastewater System Master Plan.

Policy E 4.4 The Utilities Division will review requests for ~~water, sewer and~~ reclaimed main extensions using the following criteria:

Strategy E4.4a Determine if capacity is available and stipulate any necessary requirements for the extensions. Any new service or change in use that will result in increased demands for reclaimed water must consider that the change may require additional improvements to the City's ~~water, sewer and~~ reclaimed water systems at the owner's/developer's expense.

Strategy E4.4b Reclaimed water availability will be determined in Policy B4.6

~~Strategy E4.4b Sewer main extensions will be permitted only after annexation is completed and approved by the Flagstaff City Council. The property~~

~~requesting annexation must be contiguous to the City of Flagstaff corporate boundary.~~

~~Strategy E4.4c Deviation from this policy will require City Council approval.~~

~~Strategy E4.4d Utility line extensions may require a Water and Sewer Impact Analysis (WSIA). Requirements for water and sewer extensions shall be outlined within the WSIA analysis. Payment for the WSIA shall be by the developer or applicant.~~

E5 Service Area Expansion (reserved for the future)

E6 Service Area Expansion- annexation (reserved for the future)

F. Master Planning

F1 Utilities Master Planning

The City has developed and maintained water, wastewater and reclaimed water treatment and distribution/collection systems in order to provide a high level of water services to its citizens and customers. These systems should conform and support the orderly growth identified in the Regional Plan (i.e., General Plan as defined in ARS §9-461), employ sound water management principles, meet or exceed all federal and state water quality requirements, provide for adequate fire suppression and stormwater drainage for the benefit of public health and safety.

The City should first undertake a water resource master planning effort. The purpose of this planning should be to provide a guide to quantify the long-term needs for water resources, and identify future supply options and/or demand management opportunities including their respective costs. Additionally, this plan should support the City in maintaining its 100-year Designation of Adequate Water Supply as confirmed by the Arizona Department of Water Resources and within Policy B2 – Water Adequacy.

The City should then undertake infrastructure related master planning efforts in successive steps that utilize the information from each preceding planning effort to build upon one another. The sequence of planning should be completing the water infrastructure system, followed by the wastewater infrastructure system and then the reclaimed water infrastructure system. The purpose of conducting these planning efforts in sequence is to utilize common data between them to ensure continuity and integration of each of the systems. The last master planning effort in the sequence that spans across all three (3) of the infrastructure plans is to evaluate the Utilities implementation of technology, specifically its process control and monitoring system known as a Supervisory Control and Data Acquisition (SCADA) system.

Policy F 1.1 The City will prepare or update a Water Resource Master Plan every five (5) years that considers the following:

Strategy F1.1a Existing legal water rights to the supplies it currently uses or possesses.

Strategy F1.1b Projected population and land use information contained within the voter approved Regional Plan in order to estimate water demands for a minimum of 30 years into the future (i.e., short-term planning) and at build-out (i.e., long-term planning). The maximum target population density of the Regional Plan should be used for water demand estimates unless determined otherwise.

- Strategy F1.1c The technique of Scenario Planning or its equivalent should be employed when estimating future water supply needs of the City. The planning should anticipate a range of future plausible outcomes (e.g., wet v. dry climate; fast v. slow growth rates) and describe recommendations and choices the City can make in the short and long term. The planning should avoid predicting a single plausible future and then recommend water management options for only that sole outcome.
- Strategy F1.1d Identification of the types and volumes of hydrologic water supplies (i.e., surface water v. groundwater) in order to assist in determining the necessary infrastructure (e.g., treatment plants or wells) during the Infrastructure master planning effort.
- Strategy F1.1e Develop average annual water use factors for each type of land use (e.g., single family, multi-family, hotel, commercial, industrial, etc). Water use factors should be quantified in terms of Gallons per Capita per Day (GPCD), Gallons per House per Day (GPHD) or Gallons per Acre per Day (GPAD), as appropriate.
- Strategy F1.1f Identify future water supply options and recommendations while considering the City's Adequate Water Supply Designation.
- Strategy F1.1g This section should include options on how the City can better manage or optimize the supplies it currently relies upon (e.g., water conservation, rainwater harvesting, etc.) in addition to identifying new future water resources, as appropriate. All options should include their estimated cost on an acre-foot per year basis for comparison purposes.

Policy F 1.2 The City will prepare a Water System Master Plan every five (5) years beginning the following year after the completion of the Water Resources Master Plan that considers the following:

- Strategy F1.2a Use all of the information and assumptions contained within the Water Resources Master Plan
- Strategy F1.2b Identifying the necessary infrastructure (e.g., treatment plants and/or wells) to treat and deliver the water supplies identified within the Water Resources Master Plan in order to meet projected water demands. The regulatory requirements of the USEPA, ADEQ and any other applicable water quality rules or regulations.

Strategy F1.2c Development of average and peak water demand factors.

Strategy F1.2d Development and calibration of a hydraulic model of the water distribution system in order to assist in evaluating the optimum operations, water quality and infrastructure sizing. Update this model annually to account for changes in the Regional plan and/or changes in development patterns.

Strategy F1.2e Development of a Capital Improvement Program, including capital, operation and maintenance costs, in order to develop and maintain a robust water distribution system to provide a high level of water service to Flagstaff customers.

Policy F 1.3 The City will prepare a Wastewater System Master Plan every five (5) years that considers the following:

Strategy F1.3a Use all of the appropriate information and assumptions contained within the Water Resources and Water System Master Plans

Strategy F1.3b Identifying the regulatory requirements of the USEPA, ADEQ and any other applicable water quality rules or regulations.

Strategy F1.3c Average and Peak wastewater flow.

Strategy F1.3d Development and calibration of a hydraulic model of the wastewater collection system in order to assist in evaluating the adequacy of the existing system to accommodate varying wastewater flow conditions, and identify wastewater system modifications and expansions necessary to accommodate future flows. Update this model annually to account for changes in the Regional Plan and/or changes in development patterns.

Strategy F1.3e Review current solids handling practices at existing wastewater treatment plants and determine future solids handling requirements based on estimated wastewater flow projections.

Strategy F1.3f Development of Capital Improvement Program, including capital, operation and maintenance costs, in order to develop and maintain a robust wastewater collection system to provide a high level of wastewater service to Flagstaff customers.

Policy F 1.4 The City will prepare a Strategic Technology Master Plan specifically looking at the Utilities Supervisory Control and Data Acquisition System (SCADA) every (3) years due to the rapid change in technology and ~~that~~ should considers the following:

Strategy F1.4a Evaluate the use of technology within the utility industry as it relates to supporting the business goals and objectives of the department.

Strategy F1.4b Technology should be aligned with the City enterprise systems.

Strategy F1.4c Evaluate the use of technology within the following application areas:

- i. Computerized Maintenance Management Systems
- ii. Electronic Operation & Maintenance Manuals-future
- iii. Geographic Information System-Utility based applications
- iv. Mobile Wireless Computing
- v. Inter and intra-facility Networking (WAN and LAN)
- vi. Modeling
- vii. Application integration
- viii. Provide Process Control & Monitoring (SCADA)
- ix. Information Technology Security
- x. Water Quality and Laboratory Information Management
- ii. Web and e-Business

Strategy F1.4d Develop a list of recommended projects to be implemented, including their capital cost, annual ~~o~~operation and ~~m~~maintenance costs, man-hours to implement and levels of support required.

G. Regional Cooperation and Leadership

The City is often engaged in numerous regional/state-wide organizations to develop policy or position statements on water issues that impact Flagstaff. These have included being active with the Northern Arizona Municipal Water Users Association, Arizona Department of Water Resources (ADWR), Federal Emergency Management Agency (FEMA), USEPA, ADEQ, Northern Arizona University (NAU), U.S. Bureau of Reclamation (BOR), U.S. Geological Survey (USGS), Coconino Plateau Water Advisory Committee (CPWAC), Salt River Project, Central Arizona Project, and various state-led forums. Additionally, the City needs to work collaboratively with the Navajo Nation and Hopi Tribe regarding regional water issues. Since water management decisions made today have long term implications, it is prudent that the City remains involved in influencing regional and State water policy and should consider the following:

G1 Collaboration with Tribal Governments

Policy G1.1 The City should foster and maintain professional relationships with the Tribal governments of the Navajo Nation and Hopi Tribe regarding regional water issues.

Strategy G1.1a the Mayor or their designee should establish and maintain a professional relationship with the elected officials of each tribe in order to stay informed, work collaboratively and influence policy decisions that may affect the City of Flagstaff's water supplies.

Strategy G1.1b the City Manager or their designee should establish and maintain a professional relationship with the government officials of each tribe in order to stay informed, work collaboratively and influence policy decisions that may affect the City of Flagstaff's water supplies.

Strategy G1.1c the Utilities Division staff should establish and maintain a professional relationship with the water resource staff of each tribe in order to stay informed, work collaboratively and influence policy decisions that may affect the City of Flagstaff's water supplies.

G2 Collaboration with Water Agencies, and Associated Water Groups

Policy G2.1 The City should foster and maintain professional relationships with water management, water quality, flood control and water delivery agencies.

Strategy G2.1a the Mayor or their designee should establish and maintain a professional relationship with the appropriate counter-parts within these organizations in order to stay informed, work collaboratively and influence policy decisions that may affect the City of Flagstaff's water supplies.

Strategy G2.1b the City Manager or their designee should establish and maintain a professional relationship with the appropriate counter-parts within these organizations in order to stay informed, work collaboratively and influence policy decisions that may affect the City of Flagstaff's water supplies.

Strategy G2.1c the Utilities Division staff should establish and maintain a professional relationship with the appropriate counter-parts within these organizations in order to stay informed, work collaboratively and influence policy decisions that may affect the City of Flagstaff's water supplies.

G3 Water Rights Acquisition

Policy G3.1 The City should demonstrate regional leadership in water management and water policy by participating in:

- a. Competition for limited renewable water supplies.
- b. Protection of existing water rights and water supplies.
- c. Protection of environmentally sensitive riparian areas.
- d. Collaboration/partnerships with adjacent water providers.
- e. Water source and infrastructure financing.
- f. ADWR Water Adequacy and Management Plans.
- g. Intergovernmental and interagency relationships.
- h. Collaborate National Pollutant Discharge Elimination System (NPDES) compliance efforts with other jurisdictions.
- i. Maintain relationships with FEMA and ADWR respecting flood control and National Flood Insurance Program (NFIP) issues.

H. Water Security

The Mission of the City of Flagstaff Utilities Division is to provide safe water, wastewater, reclaimed water and stormwater services to the City of Flagstaff customers. Drinking water safety and maintaining security of the City's wastewater and stormwater collection systems is a primary concern of the Utilities Division for utility system employees and the community.

H1 Water Supply Security

Policy H1.1 The Utilities Division shall follow the recommendations of the Public Health Security and Bioterrorism Preparedness and Response Act enacted by the Federal Government and the Water System Vulnerability Assessment prepared in November 2003 and their updates specifically prepared to follow this guidance act.

Strategy H1.1a Security - Implement security improvements as funds become available as recommended in the vulnerability assessment reports.

Strategy H1.1b Assessment – conduct updates to vulnerability assessments on a periodic basis and maintain confidentiality of any vulnerabilities identified.

H2 Infrastructure Security

Policy H2.1 The Utilities Division shall limit access to the public from sensitive information and critical areas of the utility infrastructure in order to minimize the threat of attack or compromise of the Utilities Division's services. The Utilities Division develops an annual Report to the Water Commission that contains a variety of potential sensitive infrastructure information.

Strategy H2.1a Restrict Tours - Restrict public tours of the treatment facilities and/or limit access to critical portions of the plants.

Strategy H2.1b Limit Information to Public - Balance the public's right to know versus Utilities need for public safety. Develop guidelines on restrictions to the public including access to the annual Report to the Water Commission.

Strategy H2.1c Report Suspicious Behavior - Utilities Division staff need to be aware of and report suspicious behavior near critical facilities.

Strategy H2.1d

SCADA Information Security - The Utilities Division treatment plant facilities utilize a process control and monitoring system known as a Supervisory Control and Data Acquisition (SCADA) system in order to track information electronically and safely operate and control each treatment plant. These SCADA systems need to be physically isolated from all other computer networks and their network access restricted to minimize their potential to be infected by virus or malicious intent.

H3 Discharge Control for Sanitary and Stormwater Systems

Policy H3.1 Utilities shall maintain programs to control the type of materials and substances that are allowed to be discharged or placed into the sanitary and stormwater systems.

|

DRAFT

APPENDIX 1

City Council Resolution #

DRAFT

Principles of Sound Water Management

Water Policies Chapter

Presented by

Bradley M. Hill, R.G., *Utilities Director*

Ryan Roberts, P.E., *Utilities Engineering Manager*



City Council Work Session

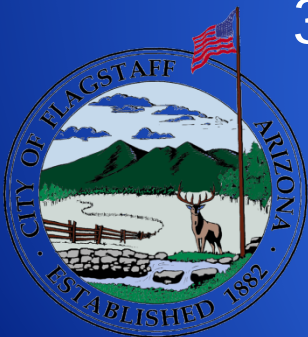
January 28, 2014

Utilities Integrated Master Plan

Chapter 1 - Water Policies Chapter

Tonight's Objectives:

1. Remaining Policy – did we get language right?
E4. Service Outside City Limits
2. Parking Lot Item
Septage, Grease & Mud Hauling
3. Review of Red-Line Policy Document
dated January 28, 2014



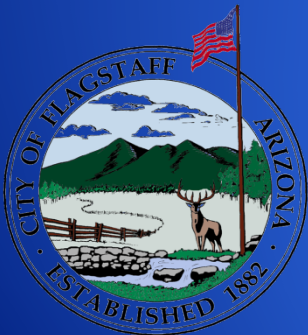
Infrastructure

Policy E4 Service Outside City Limits:

Policy E4.1 City will consider out of City requests for service from customers in Unincorporated County areas that are located within or contiguous to the City of Flagstaff incorporated limits using the following criteria:

Strategy E4.1a The Unincorporated County Areas shall agree to be annexed into the City of Flagstaff. **This provision only applies to new customers, existing customers are "grandfathered"**

Strategy E4.1c Water or Sewer main extensions will be permitted only after annexation of the property is completed and approved by the Flagstaff City Council **or property owner has signed a pre-Annexation Agreement.**



Infrastructure

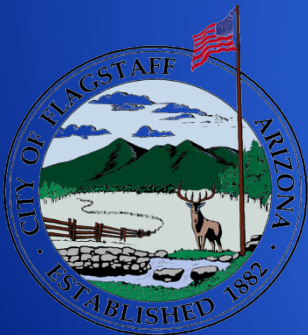
E Infrastructure

Policy E4 Service Outside City Limits:

Policy 4.1

Strategy E4.1f Deviation from this policy will require City Council approval.

Strategy E.4.1g Utility line extensions may require a Water-Sewer Impact Analysis. Requirements for water and sewer extensions shall be outlined within this analysis.



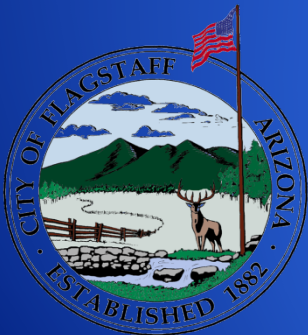
Infrastructure

Policy E4 Service Outside City Limits:

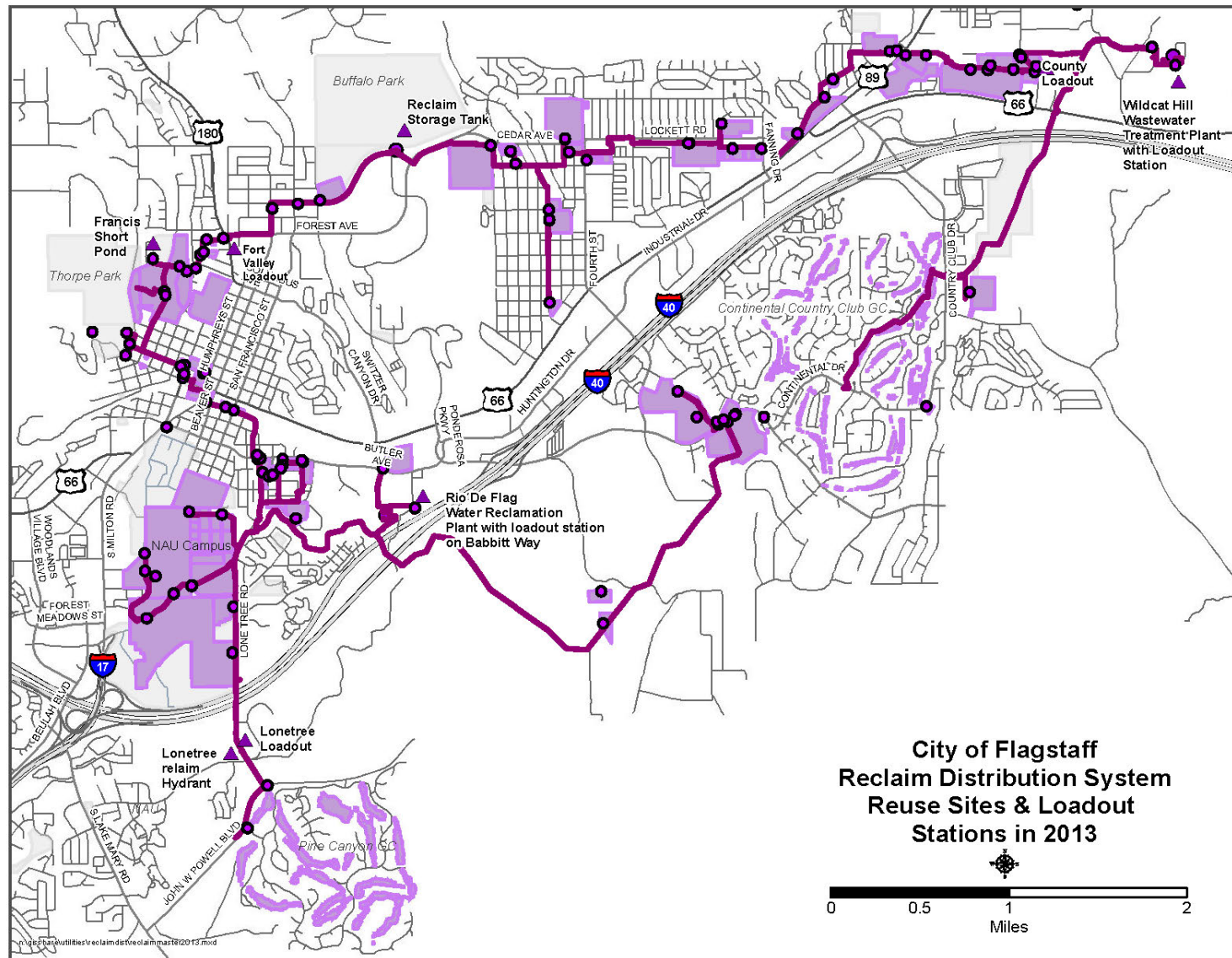
Policy A.4.4 The Utilities Division will review requests for reclaimed main extensions using the following criteria:

Strategy E4.4a Determine if capacity is available and stipulate any necessary requirements for the extensions. Any new service or change in use that will result in increased demands for **reclaimed** water must consider that the change may require additional improvements to the City's reclaimed water system at the owner's/developers expense.

Strategy E4.4b Reclaimed water availability will be determined in Policy B4.6



Reclaimed Water Map



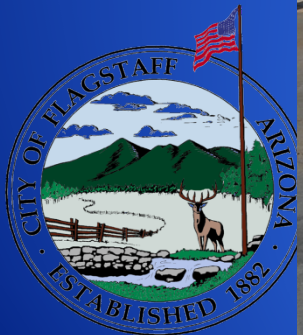
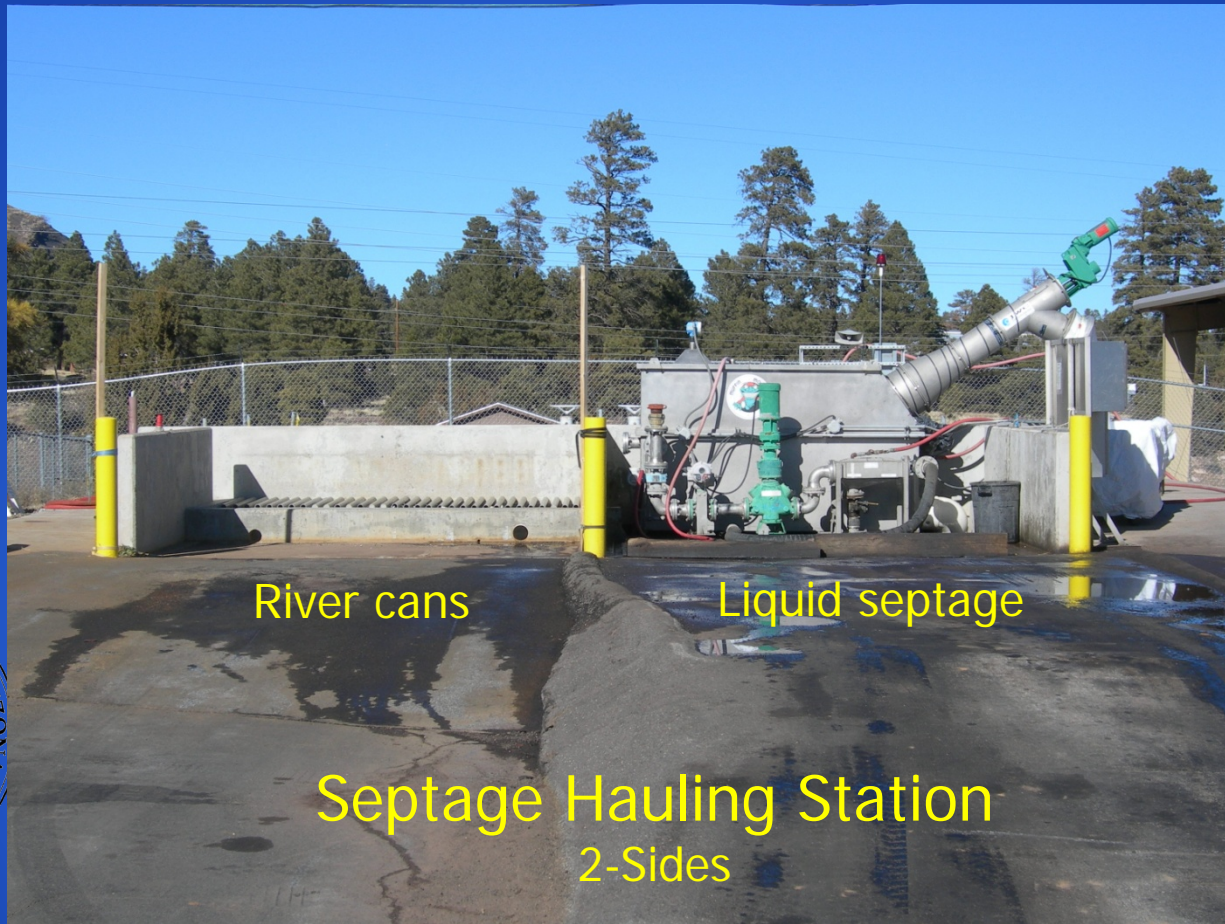
Septage, Grease and Mud Hauling

Wildcat Hill WWTP



Septage, Grease & Mud Hauling

Overview of the services the City provides at
Wildcat Hill WWTP - **SEPTAGE**



Septage, Grease & Mud Hauling

Overview of the services the City provides at
Wildcat Hill WWTP - SEPTAGE

"Muffin Monster" pre-treatment
grinds & separates

River trip waste disposal cans



Septage, Grease & Mud Hauling

Overview of the services the City provides at
Wildcat Hill WWTP - **SEPTAGE**

Septage Hauler truck
~3,000 gallons



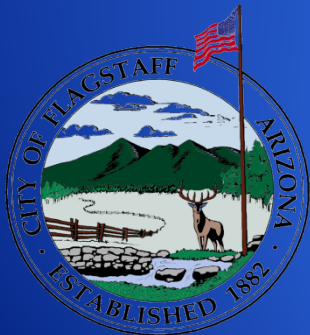
Hooked up to Muffin Monster
- internal metering -



Septage, Grease & Mud Hauling

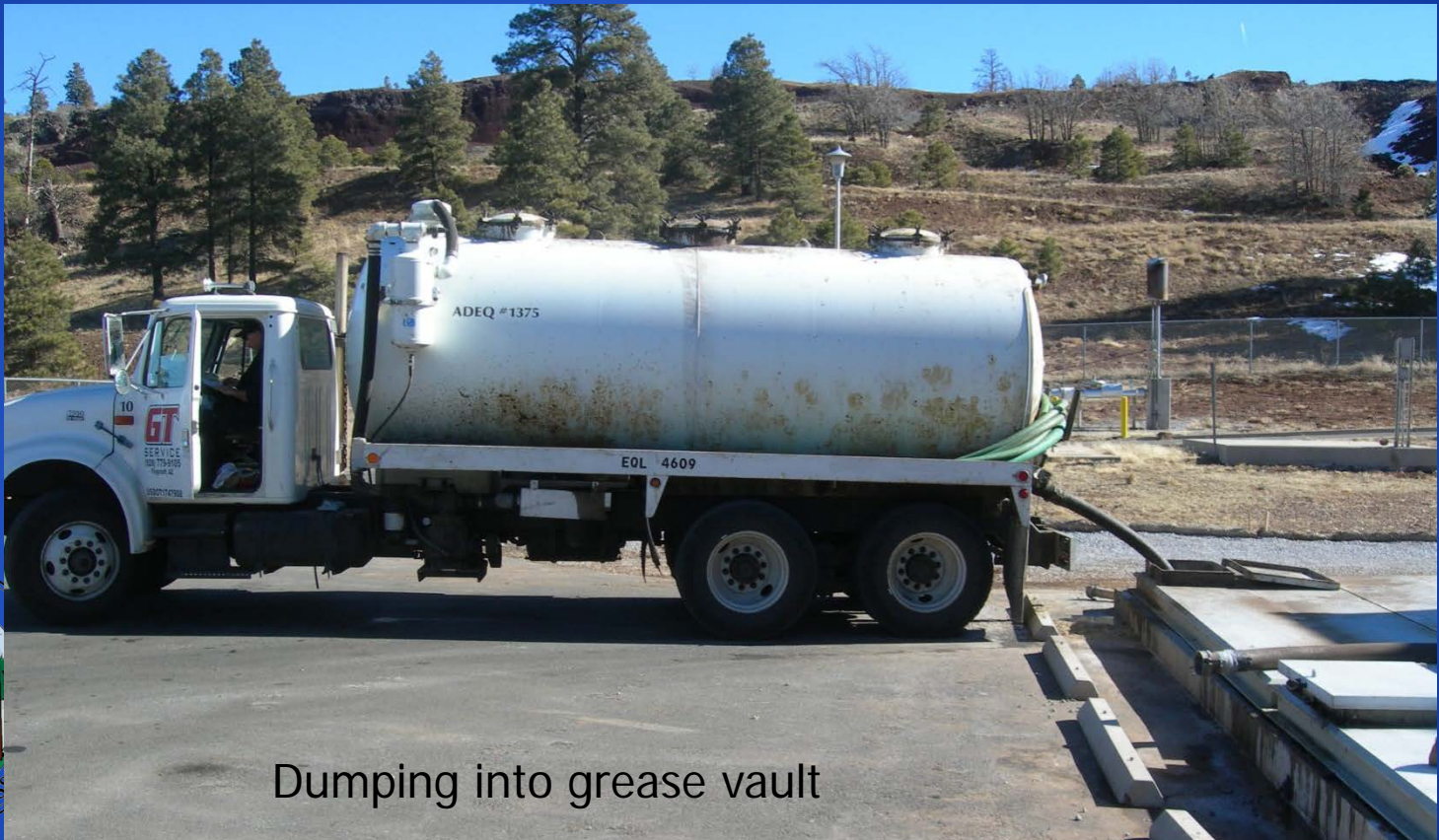
SEPTAGE

- City & County signed an IGA in 1989
 - 79% from of septage is from County / 21% from City
 - \$162,000 upgrade cost split by percentage
 - Length of term in IGA left blank.
- Service is currently being provided to County-wide residents, including adjacent communities (Sedona, Ash Fork & Seligman)
- *Service upgrades: building for winter conditions, funds for O & M, automated billing services (like Load-Out Stations)*



Septage, Grease & Mud Hauling

Overview of the services the City provides at
Wildcat Hill WWTP - **GREASE**



Dumping into grease vault



Septage, Grease & Mud Hauling

Overview of the services the City provides at
Wildcat Hill WWTP - GREASE

Grease Boiler injects steam
into grease



Grease directly into Digester
with no pre-treatment



Septage, Grease & Mud Hauling

GREASE

- Service is currently being provided within 20-mile radius of City center (restaurants, etc)
- *Service upgrades: building for winter conditions, pre-treatment, metering, automated billing services (like Load-Out Stations)*



Septage, Grease & Mud Hauling

Overview of the services the City provides at
Wildcat Hill WWTP - **MUD**



Mud drying area



Septage, Grease & Mud Hauling

Overview of the services the City provides at
Wildcat Hill WWTP - [MUD](#)



Car wash customer dumping mud



Septage, Grease & Mud Hauling

MUD

- Service is currently being provided for City of Flagstaff business only (car washes, etc)
- All loads pre-inspected by Industrial Waste Section
- *No need for service upgrades*



Septage, Grease & Mud Hauling

Administrative Overview

1. **HAULING AGREEMENTS** – need updating (Water Commission)
2. **Septage/Grease Loading Impact** – need to conduct a study to evaluate the strength (or shock load) & volume impact to plant operations
(pretreatments removed during Valued Engineering in 2006)
3. **RATES** – need to evaluate current rates versus prior User Fee study recommendations conducted in 2006. Should be comparable to other Cities that provide this service

Staff contacted Cities for Septage price comparison

City of Tucson: \$0.19/gallon
City of Sedona: \$0.155/gallon
City of Prescott: \$0.10/gallon
City of Flagstaff: \$0.08/gallon
City of Lake Havasu: \$0.08/gallon



Septage, Grease & Mud Hauling

Recommended Policy Additions

Policy A1 Enterprise Funding: Water – Sewer –
Reclaimed Water Utility

Policy A1.7 The City shall have a goal of full Cost Recovery for
Septage, Grease & Mud hauling that come from within
designated service area limits



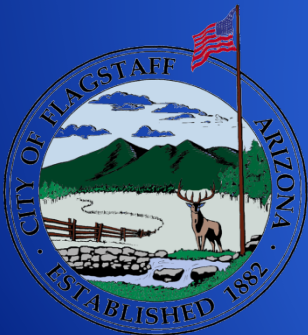
Septage, Grease & Mud Hauling

Recommended Policy Additions

Policy E4 Service Outside City Limits:

Policy E5 The Utilities Division will provide Septage, Grease & Mud accepting services to the greater Flagstaff area

Strategy E5.1 Utilities will ensure adequate treatment infrastructure exists to accept Septage and Grease from Flagstaff area business and citizens.



INTERGOVERNMENTAL AGREEMENT

This intergovernmental agreement, made and entered into this 27th day of February, 1988¹⁹ by and between the City of Flagstaff, hereinafter "City", and Coconino County, hereinafter "County".

WHEREAS the City of Flagstaff is a municipal corporation and is the county seat of Coconino County, Arizona; and

WHEREAS Coconino County is a corporation which is a political subdivision of the State of Arizona; and

WHEREAS Arizona Revised Statutes section 11-952 authorizes contracts between two or more public agencies to enter contracts to provide services or to exercise their powers jointly; and

WHEREAS each party has a legitimate interest in preserving and protecting the environment and quality of life for its citizens; and

WHEREAS Article I Section Three and Article XIII, Section 8 of the Flagstaff City Charter authorizes the City to exercise all explicit and implied powers granted by the Arizona Constitution and state laws to protect the rights, safety, interests, morality, health and welfare of the city and its inhabitants; and

WHEREAS, the City of Flagstaff has an interest in improving its method in treating and disposing of non-hazardous liquid wastes; and

WHEREAS, Coconino County has an interest in locating a facility to dispose of its non-hazardous liquid wastes; and

WHEREAS, the City of Flagstaff has calculated the volume of non-hazardous liquid wastes and determined that the City accepts an average of 220,400 gallons per month and that Coconino County's portion of that volume is an average of 174,200 gallons per month, which is 79 percent of the volume of liquid waste treated by the City; and

WHEREAS, the City has employed the engineering consulting services of Greeley & Hansen Engineers for the purpose of designing a non-hazardous liquid waste facility at the Wildcat Hill Wastewater Treatment Plant for a cost of not to exceed \$25,000; and

WHEREAS, Greeley & Hansen Engineers have provided a cost estimate to the City to construct the facility to treat liquid waste for an amount of \$137,000; and

WHEREAS, the City and County are willing to participate in providing funding for the design costs and actual construction costs of building a wastewater treatment plant, for the purpose of treating non-hazardous liquid waste generated by the residents of the City and the County;

Now, therefore, in consideration of the mutual promises herein contained

The City and County hereby agree as follows:

Section 1. The term of this agreement shall be for a period of _____ years from the date of execution. At the end of this time, the parties may agree to renew the contract for a like period of years. Either party may terminate the contract at the end of the stated term, provided notice of such intention to terminate is given in writing to the other party at least 60 days prior to the expiration of the term.

Section 2. The City shall pay 21 percent of the actual costs of the design and construction of the facility, with the County paying the remaining 79 percent of the design and construction costs.

Section 3. The City will provide the land upon which the facility will be constructed, and will acquire all necessary easements and rights-of-way necessary for the maintenance and operation of the facility.

Section 4. The City will provide contract administration services for both the design and construction of the facility. The City will provide plan review, construction management, final inspection and acceptance of the facility.

Section 5. The City shall have the exclusive authority to operate, manage and administer the day to day operations of the completed facility. This includes the power to hire and terminate employees as it deems necessary for the proper operation of the facility. The salaries of any employees shall be fixed by the City.

Section 6. The parties agree that each has the right to utilize the facility for the purpose of treating non-hazardous liquid wastes.

Section 7. The costs of maintaining and operating the facility shall be paid for through the collection of user fees. User fees shall be based upon actual operation and maintenance costs of the facility. If for any reason user fees do not cover the costs of operation of the facility in any fiscal year, then each of the parties shall pay the unpaid costs of operation. Each party's share of said costs shall be equivalent to the percentage of wastewater treated for each party at the facility through the previous fiscal year.

Section 8. Coconino County and City of Flagstaff each agree to hold the other harmless and indemnify the other for any loss, liability or damage arising from any action, omission or negligence of each party's employees, officers or agents regarding the performance of this contract.

Section 9. Any property acquired by a County agency or by a City agency to provide the services described in this agreement shall be considered the property of the County or City respectively.

Section 10. As soon as practicable after termination of this agreement, the City Council and County Board shall dispose of all property acquired under the agreement that is not a part of the treatment facilities at the Wildcat Hill Wastewater Treatment Plant, including surplus funds, in any manner they shall then agree upon. If no agreement upon disposition can be reached upon within twelve (12) months after termination, each party shall appoint one representative, together they shall appoint a third, who shall together constitute an advisory board on disposition of property of the waste-water treatment facility. This board shall as soon as possible prepare and recommend to City Council and County Board a complete plan for the disposition of all property acquired under this agreement. Each party shall share the costs of this advisory board.

Section 11. In the event that either of the parties shall be unable to carry out any of its duties pursuant to this agreement, the party shall submit the dispute to arbitration. Each of the parties shall select a disinterested representative, and the two persons so selected shall select a third disinterested representative, who shall together constitute an arbitration board to make investigation and reach an agreement which shall be binding upon both parties. The costs of such procedure shall be shared equally by both parties.

Section 12. Any Provision of this contract prohibited by the laws of Arizona shall be ineffective to the extent of such prohibition without invalidating the remaining provisions.

Section 13. The parties have submitted this agreement to the City and County attorneys who have approved this agreement as provided in A.R.S. Section 11-952.

Section 14. This agreement shall take effect on the date it is filed with the Coconino County Recorder or on the dates when the ordinance, resolution, or other action of the Coconino County Board of Supervisors or the Flagstaff City Council authorizing this agreement takes effect, whichever occurs later.

IN WITNESS WHEREOF, the parties hereto have caused this agreement to be executed by duly authorized officials on the aforementioned date.

City of Flagstaff

[Signature]
Mayor

County Board of Supervisors

[Signature] FEB 21 1989
Authorized Representative FEB 21 1989

ATTEST:

Linda Butler
City Clerk

[Signature]
Clerk of the Board of Supervisors

APPROVED AS TO FORM:

Joseph D. Retello
City Attorney

Terence Ham
County Attorney

wastewat.mem/mrm9/26/88